Workplace Gazette

An Industrial Relations Quarterly

Fall
2000

Vol. 3, No. 3

- Are Quality Improvement and Downsizing Compatible?
- The Effectiveness of Joint Health and Safety Committees and Safety Training
- Employee Recognition at IBM

CELEBRATING 100 years of WORKING TOGETHER

Human Resources Development Canada
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Workplace gazette

An Industrial Relations Quarterly

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AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

In this third issue of the new millennium and in celebrating 100 years of labour, an insertion describes a commemorative stamp dedicated on September 1, 2000 by Canada Post.

Section 1

In the Fall issue, Section 1 provides second quarter 2000 data on wage adjustments in major collective agreements, current and historical, by public and private sectors, by region, by jurisdiction and by major industry.

Section 2

Section 2 offers information on major collective agreement expiries and reopeners for October, November and December 2000. Also included is an interesting text covering maternity, adoption and extended parental leave in major collective agreements by jurisdiction in Canada; a statistical analysis of work stoppages for the second quarter of 2000 and recent data is provided on union membership in Canada from an annual survey conducted by the Workplace Information Directorate.

Section 3

Section 3 summarizes innovative practices in the workplace resulting from collective bargaining. There are two case studies and several articles. The first case study describes employee recognition practices at the IBM plant in Bromont while the second case study turns to job sharing as a means of addressing work and family needs in a health care organization in Saskatchewan.

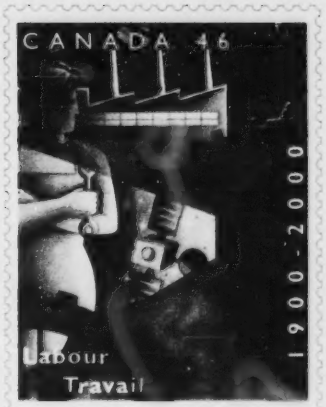
Also within the health sector, with research in Alberta, the first article questions the compatibility of quality improvement and downsizing. A second article presents the results from a survey on the effectiveness of joint health and safety committees and safety training in reducing fatalities and injuries in British Columbia forest products mills. A third article describes changes to Part II of the *Canadian Labour Code* (Bill C-12) and finally, the National Institute of Disability Management and Research suggests procedures for the return to work of disabled employees.

Recent changes in Canadian labour laws gives more detailed amendments to the federal legislation on occupational health and safety (Bill C-12) and the implementation of the Federal budget for 2000 (Bill C-32).

Finally, Yesterday and Today reports on the first conference in Canada in 1950 dealing with profit sharing.

A PORTRAIT OF SUCCESS

J.P. Surette
Labour Communications
Human Resources Development Canada



"Stamp reproduced courtesy of Canada Post"

One of the highlights of the Labour Program's 100th anniversary was the unveiling of a commemorative stamp by Canada Post. Fittingly, this new Labour stamp was released to the public on September 1, 2000, just before Labour Day.

The stamp was designed by Paul Hodgson and illustrated by Sandra Dionisi of Toronto. It is a conceptual illustration, combining a contemporary feeling with the "poster style" of art popular during the early years of the 20th century. The illustration highlights the proud role played by both men and women in Canada's labour history and provides a snapshot of the diverse forms of labour that have contributed to the overall development of Canadian society. The vivid colours add to the stamp's modern feel and underscore the historical scope of the Labour Program's activities, from super ministry in the Second World War to integral part of today's information age.

The Department of Labour was established under the *Conciliation Act*, which received Royal Assent on July 18, 1900. The main objectives of the Department at that time were to help settle industrial disputes, to secure fair wages and proper working conditions on public work sites, and to create and produce the *Labour Gazette*, which provided information and statistics on labour issues in Canada.

Although not many people are aware of the historical ties between Canada Post and the Labour Program, the two organizations have joined forces before. From its inception in 1900 until 1909, the newly-formed Department of Labour was under the responsibility of the Postmaster General.

The Labour stamp is a national honour and reason to reflect. Throughout its distinguished history, the Labour Program has promoted safe workplaces and fostered constructive labour-management relations. The dedication of Labour Program employees, along with the support and cooperation of our clients and partners, have been the keys to our success.

The Labour Program has had a proud history and can look forward to a bright future.

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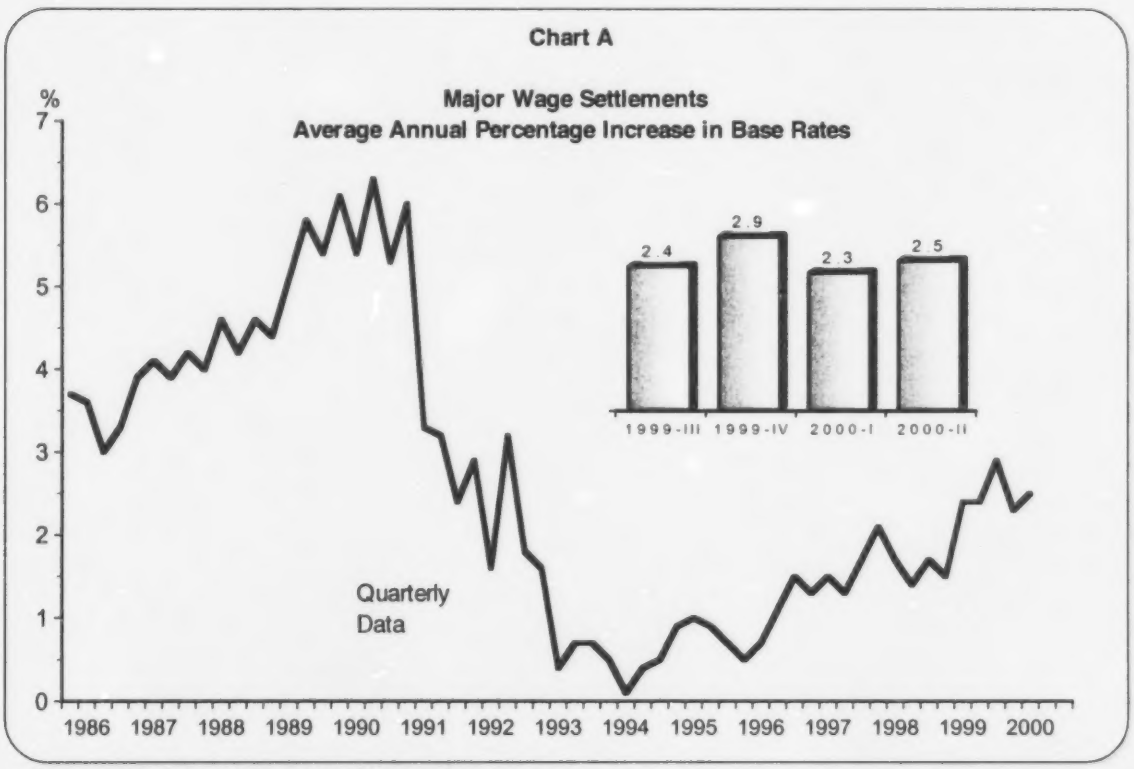
SECTION 1

MAJOR WAGE SETTLEMENTS* – SECOND QUARTER 2000

Summary

- Wage increases averaged 2.5 per cent in the second quarter 2000, up slightly from the first quarter average of 2.3 per cent and the 2.2 per cent average for the year 1999
- There were 76 major settlements reached during the second quarter with a coverage of 235,420 employees
- The majority of major settlements (67 per cent) were in the public sector. Public sector increases at 2.5 per cent were slightly above those in the private sector at 2.3 per cent
- The second quarter 2000 results were significantly influenced by settlements in the federal jurisdiction and the Quebec, Ontario and Alberta public sectors
- Wage adjustments were highest in Alberta at 5.8 per cent; the lowest in British Columbia at 0.7 per cent
- Wage adjustments, by industry, were the highest in the services sector at 3.7 per cent, and lowest in primary industries at 1.2 per cent

Chart A



Source: Workplace Information Directorate

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Overview

Major collective bargaining settlements reached in the **second quarter of the year 2000** provided base-rate wage increases averaging **2.5 per cent** annually over the contract-term. The second-quarter 2000 results are based on a review of the 76 settlements reached in the period, with a coverage of 235,420 employees.

Quarterly average wage increases have remained in the 2.0 to 2.9 per cent range since the second quarter of 1999. The average rose to a recent high of 2.9 per cent in the fourth quarter of 1999 and decreased to 2.3 per cent in the first quarter of 2000.

The second-quarter results were significantly influenced by several Federal public sector agreements providing 120,090 employees with increases averaging 2.0 per cent, and by 11 Alberta public-sector agreements covering 25,190 employees, with above-average wage gains of 5.8 per cent collectively.

When the parties to all the second-quarter 2000 major settlements previously negotiated (with contract durations averaging 29.4 months), the resulting wage adjustments averaged 2.2 per cent, compared to the 2.5 per cent in their current round of settlements.

Employee coverage in the public sector was much larger than in the private sector. **Public-sector** wage adjustments for 203,950 employees in 51 settlements averaged **2.5 per cent**. In the **private sector**, wage increases for 31,470 employees in 25 agreements averaged **2.3 per cent**. Wage increases in public-sector settlements were slightly higher than those in the private sector. However, by excluding agreements in Alberta (with larger increases), the remaining public sector settlements in all other jurisdictions averaged wage gains of only 2.0 per cent.

On a regional/jurisdictional basis, the largest concentration of employees was in the Federal jurisdiction (54 per cent of total) with wage increases averaging 2.0 per cent. The largest average wage increase was in the Prairie Provinces at 5.1 per cent (mostly due to settlements in Alberta at 5.8 per cent). In descending order of magnitude wage adjustments in the remaining jurisdictions were: Quebec at 2.6 per cent; Ontario at 2.2 per cent; Atlantic Canada at 2.0 per cent,a single multiprovince agreement at 1.8 per cent and British Columbia at 0.7 per cent.

Distribution by Size of Wage Adjustments

The overall size of wage adjustments has trended upwards moderately since 1994. The 2.5 per cent gain in the second quarter of the year 2000 remains well below the most recent annual peak-gain

Table 1

Distribution of Agreements and Employees by Size of Wage Adjustments, Second Quarter 2000

	Agreements		Employees	
Adjustment Range	Number	Percentage	Number	Percentage
0%	1	1.3	1,690	0.7
>0.0% to 0.9%	4	5.3	5,420	2.3
1.0% to 1.9%	15	19.7	16,050	6.8
2.0% to 2.9%	39	51.3	180,440	76.6
3.0% to 3.9%	7	9.2	8,990	3.8
4.0% to 4.9%	7	9.2	8,320	3.5
6.0% to 6.9%	1	1.3	6,410	2.7
7.0% and more	2	2.6	8,100	3.4
ALL LEVELS	76	100.0	235,420	100.0

Source: Workplace Information Directorate

of 5.6 per cent in 1990. With the upturn in the size of wage adjustments there has been a corresponding decline in the incidence of wage freezes and wage cuts. In 1994, nearly two-thirds of all employees were subject to wage freezes or cuts; last year, that proportion had dropped to 3.6 per cent of all employees; 0.4 per cent of all employees in three settlements reached in the first half of this year were subject to a wage freeze.There were no wage cuts.

In the second quarter 2000, a very large concentration of employees received wage increases in the 2.0 to 2.9 per cent range. More than three-quarters (76.6 per cent) of all employees obtained wage adjustments in that range. Almost 10 per cent of employees received increases below the 2.0 per cent level and just slightly over 13 per cent of employees received increases of 3.0 per cent or more. Wage increases in second quarter settlements ranged from a wage freeze for 1,690 employees with the Laurentian Bank of Canada, to a high of 8.2 per cent for 6,500 employees with the Provincial Health Authorities of Alberta.

Public and Private Sectors by Region/Jurisdiction

Wage increases in the public sector were slightly higher than those in the private sector.Wage adjustments for 203,950 employees in 51 second-quarter public-sector settlements averaged **2.5 per cent**. In the private sector, wage increases for 31,470 employees in 25 settlements averaged 2.3 per cent. In Alberta, 11 public-sector agreements provided 25,190 employees, with above-average wage gains of 5.8 per cent collectively. However, by excluding agreements in Alberta (with larger increases), the remaining public sector settlements in all other jurisdictions averaged wage gains of only 2.0 per cent.

Employee coverage in the public sector was much larger than in the private sector. Public sector employees accounted for over 86 per cent of total coverage in the second quarter.These results were significantly influenced by eight Federal public sector agreements providing 120,090 employees with increases averaging 2.0 per cent. Employees covered in these eight federal agreements alone accounted for just over half of total coverage for the quarter.

The vast majority of employees (80.6 per cent) covered by second-quarter public-sector contracts, received wage increases in the 2.0 to 2.9 per cent range. Slightly over 7 per cent of employees received increases below the 2.0 per cent level and 12.3 per cent of employees received increases of 3.0 per cent or more.The trend was similar but not as accentuated in the mid-range in the private sector. Here, just over half of employees covered received wage increases in the 2.0 to 2.9 per cent range. Over 27 per cent of employees received adjustments below the 2.0 per cent level and 21 per cent of employees obtained increases of 3.0 per cent or more.

In the Atlantic region, there were only three agreements providing 1,870 employees with wage increases averaging 2.0 per cent. A single private sector agreement in New Brunswick provided 750 employees with wage gains averaging 1.7 per cent. Two public sector agreements in Newfoundland and Prince Edward Island provided 1,120 employees with increases averaging 2.3 and 2.2 per cent, respectively.

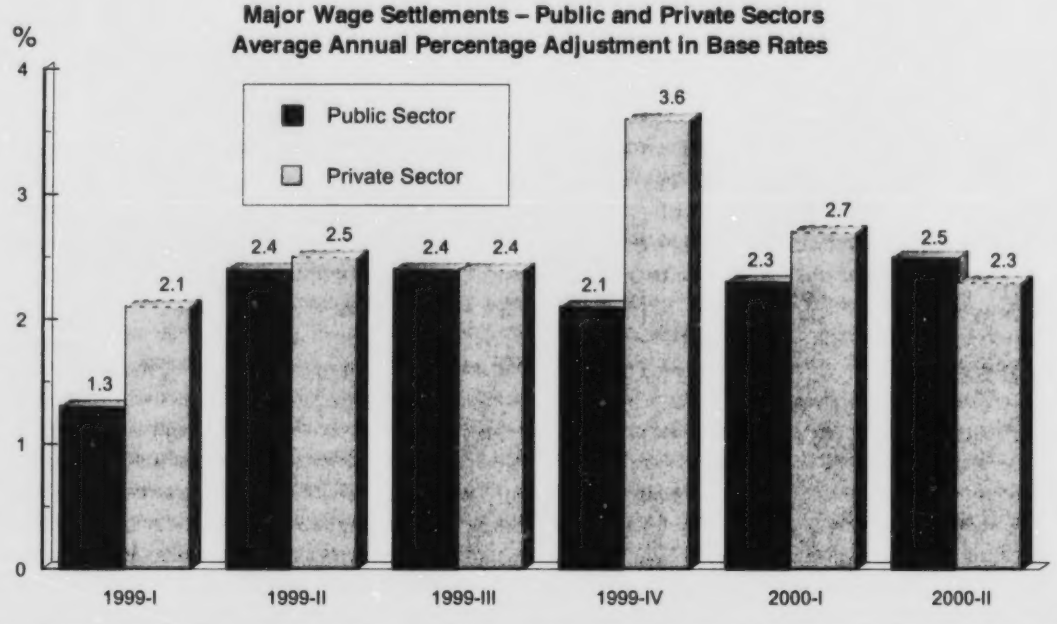
In Quebec, 16,420 employees in 12 settlements obtained wage increases averaging 2.6 per cent. Six public-sector agreements provided 10,340 employees with wage gains averaging 2.3 per cent and six private-sector agreements provided 6,080 employees with wage adjustments averaging 3.3 per cent. Of these, approximately 2,800 employees with Nortel in Quebec received increases averaging 3.8 per cent.

In Ontario, wage increases averaged 2.2 per cent for 52,340 employees in 31 agreements. In 18 public-sector settlements, wage gains averaged 2.2 per cent. Four City of Toronto municipal agreements had the largest impact in this sector with 20,000 employees obtaining wage increases averaging 2.5 per cent. Wage increases were only fractionally higher in the private sector with 13 settlements providing 16,670 employees with average gains of 2.3 per cent. Relatively modest increases (1.1 per cent) were obtained by 3,420 mining and smelting employees at INCO Ltd. and two contracts at Bombardier de Havilland provided 4,560 employees with wage gains of 2.1 per cent.

The largest increases were in the Prairie Provinces. Thirteen agreements provided 31,510 employees with increases averaging 5.1 per cent. The majority of these were in Alberta where 11 public sector settlements

Chart B

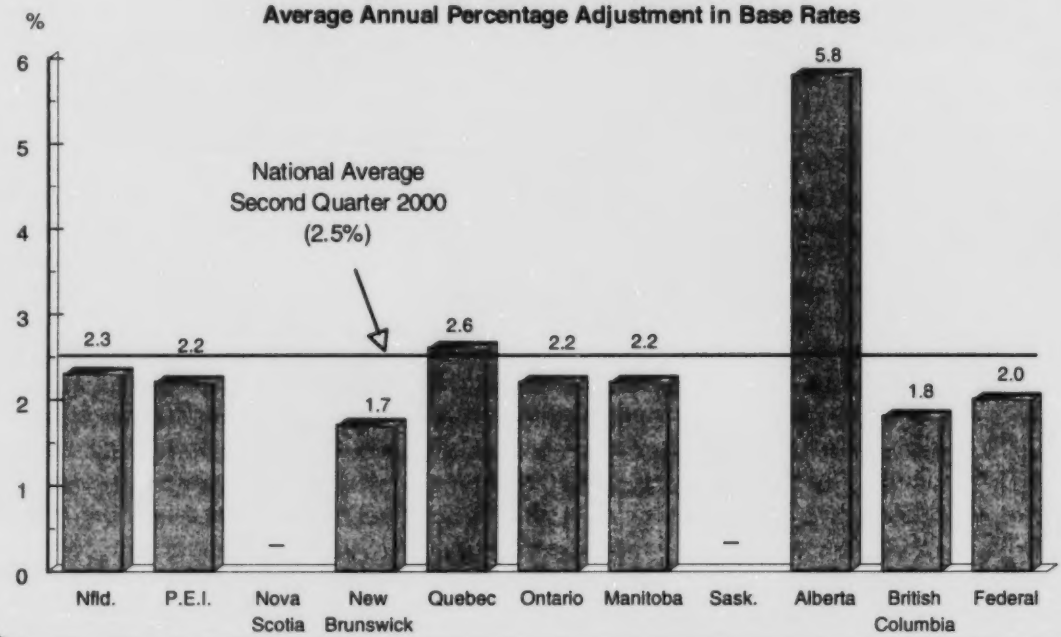
Major Wage Settlements – Public and Private Sectors
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Chart C

Major Wage Settlements by Jurisdiction
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

provided 25,190 employees with increases averaging 5.8 per cent. Wage increases in Alberta have edged up from a low of - 1.6 per cent in 1994 up to 3.0 per cent in 1998, 4.0 per cent in 1999 and 4.9 per cent so far in the first half of 2000. In Manitoba, two public sector agreements provided 6,320 employees with wage gains of 2.2 per cent. There were no major private-sector contract settled in the Prairie Provinces during the second quarter 2000.

The smallest increases were in British Columbia. Four public-sector agreements provided 5,220 employees with modest wage increases averaging 0.7 per cent. It included an agreement with 3,050 post secondary school teachers, also at 0.7 per cent.

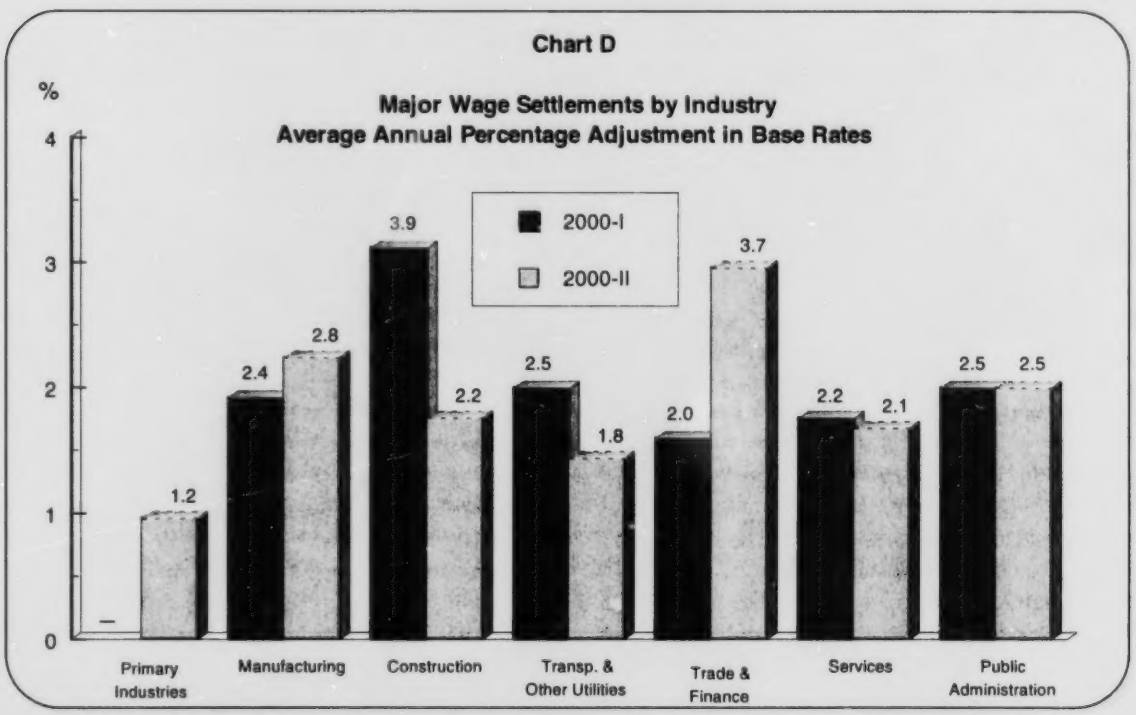
Twelve settlements in the federal jurisdiction provided 127,260 employees with wage increases averaging 2.0 per cent. As mentioned previously, eight public sector contracts covered under the *Public Service Staff Relations Act* were settled, providing 120,090 public servants with wages gains of 2.0 per cent. Four private-sector agreements within the federal jurisdiction provided 7,170 employees with wage adjustments averaging 1.6 per cent.

A single multiprovince agreement provided 800 employees of Finning Canada with wage increases averaging 1.8 per cent.

Wage Adjustments by Industry

On an industry basis, wage adjustments in the second quarter 2000 were strongly influenced by contracts in **Public Administration**, with 150,090 employees (63.8 per cent of the total) receiving wage adjustments averaging 2.1 per cent. Excluding Public Administration, wage adjustments in all other industries would have reached the 3.3 per cent level. The bulk of employees in this industry division were in the federal public sector, with 119,460 employees averaging 2.0 per cent. Two Government of Canada contracts - program and administration staff (61,580 employees at 2.0 per cent) and custom and revenue employees (39,080 employees at 2.1 per cent) - accounted for 43 per cent of all employees in this quarter.

Chart D



Source: Workplace Information Directorate

Two **primary industry** contracts, with 4,170 employees, recorded the lowest average increase (1.2 per cent) by industry. The largest increase (3.7 per cent) was in the **services** sector, with 32 agreements and 51,270 employees, largely influenced by 10 Alberta agreements covering 22,490 employees averaging 6.2 percent; three contracts with the provincial health authorities in Alberta covering 14,510 employees recorded an average annual increase of 7.5 per cent. In Ontario, 13 agreements in the services sector provided 15,140 employees with wage adjustments averaging 1.9 per cent.

Manufacturing had the second highest level of average wage increases in the second quarter; 16 agreements provided 16,130 employees with wage gains averaging 2.8 per cent. Six of these agreements were in Quebec (6,080 employees at 3.3 per cent) and the other 10 in Ontario (10,050 employees at 2.5 per cent). The transportation equipment group with five contracts and 6,640 employees gained average increases of 2.7 per cent, and in the high tech sector, three agreements, totalling 4,420 employees, received an average increase of 3.3 per cent (including 2,800 Nortel employees at 3.8 per cent).

In **Transportation, Communication and Other Utilities** 8,000 employees in five agreements obtained increases averaging 2.2 per cent. One contract, at Canadian Airlines International, provided 3,820 agents an average annual increase of 2.1 per cent over a duration of 46 months.

Four agreements in **Trade and Finance** averaged 1.8 per cent for 5,760 employees. The Banque Laurentienne of Montréal settlement, involving 1,690 employees, was the only contract with a wage freeze in the second quarter.

First Half of the Year 2000

Base-rate wage increases from major collective bargaining settlements reached in **the first six months of the year 2000** averaged **2.4 per cent**, up slightly from the 2.2 per cent average for 1999. These results for the first half of this year are based on a review of 223 agreements covering 770,820 employees.

In the **public sector**, wage adjustments for 696,760 employees in 170 settlements averaged 2.4 per cent, up from 1.9 per cent in 1999. **Private sector** wage increases for only 74,060 employees in 53 agreements averaged 2.5 per cent, down from last year's average of 2.6 per cent. Private sector increases were only slightly higher than those in the public sector. However there were a very large number of important public sector settlements in Quebec, Ontario, Alberta and the Federal jurisdiction. Employee coverage in the public sector was much larger than in the private sector.

On an industry basis, the largest increases were in the **Construction sector** at 3.9 per cent but this figure is based on relatively few agreements (5) covering 7,300 employees. The smallest figure at 1.2 per cent, was in **Primary Industries**, but this too was based on only two agreements covering 4,170 employees. The largest concentration of employees was in the **Services sector**, comprised entirely of public sector settlements; 122 agreements provided 386,090 employees with wage gains averaging 2.4 per cent. All the remaining industry divisions registered increases in the 1.9 to 2.6 per cent range. In decreasing order of size of wage adjustment, the remaining industry divisions are: **Manufacturing**, 2.6 per cent; **Transportation, Communication and Other Utilities**, 2.6 per cent; **Public Administration**, 2.3 per cent; **Trade and Finance**, 1.9 per cent.

The vast majority of settlements so far this year have increases averaging in the 2.0 to 2.9 per cent range. There were 135 contracts with average annual increases in this range or 60.5 per cent of all agreements this year; these involved 629,850 employees or an impressive 81.7 per cent of all employees covered by year 2000 contracts.

Almost two-thirds (64 per cent) of public-sector agreements (with 85 per cent of public-sector employees) obtained increases in the 2.0 to 2.9 per cent range. Only 6.5 per cent of employees received increases below the 2.0 per cent level and 8.6 per cent of employees received increases of 3.0 per cent or more. Just slightly less than half (49 per cent) of private-sector agreements (52 per cent of private sector employees) obtained wage gains at that level. Approximately 21.2 per cent of employees received increases below the 2.0 per cent level and 26.6 per cent of employees received increases of 3.0 per cent or more.

MAJOR SETTLEMENTS REACHED IN THE SECOND QUARTER 2000

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary (2 agreements)	**4,170**	**1.2**	**1.6**	**36.0**	
INCO Limited, smelting and refinery employees, Sudbury, Ont.	3,420	1.1*	1.5	36	2003-05-31
Noranda Mining and Exploration Inc. (Brunswick Mining Division), mine employees, Gloucester County, N.B.	750	1.7*	1.7	36	2003-02-28
Manufacturing (16 agreements)	**16,130**	**2.8**	**2.9**	**40.5**	
Bombardier de Havilland Inc., office and clerical employees, Downsview, Ont.	600	2.1*	2.1	36	2003-06-22
Bombardier de Havilland Inc., production employees, Downsview, Ont.	3,960	2.1*	2.1	36	2003-06-22
CAE Electronics Ltd., plant and maintenance employees, St-Laurent, Que.	750	2.9	3.0	36	2003-06-19
C.S. Brooks Canada Inc., production employees, Magog, Que.	740	2.5	2.5	36	2003-02-15
Cadbury Chocolate Canada Inc., production employees, Toronto, Ont.	550	2.3	2.5	36	2002-11-30
Camoplast inc. (Division Roski), production employees, Roxton Falls, Que.	500	2.2	2.3	36	2003-03-02
Cuddy Food Products, plant and maintenance employees, London, Ont.	800	2.0	0.0	60	2005-06-01
Denim Swift (a subsidiary of Dominion Textile Inc.), production employees, Drummondville, Que.	740	4.1	7.2	36	2003-03-16
John Deere Welland Works (of John Deere Limited), plant and maintenance employees, Welland, Ont.	630	1.7*	3.2	36	2004-09-30
Kellogg Canada Inc., plant and maintenance employees, London, Ont.	560	2.1	2.0	36	2003-04-16
Kruger inc., plant and maintenance employees, Trois-Rivières, Que.	550	1.9	0.0	72	2004-04-30
Lear Corporation, plant and maintenance employees, Oakville, Ont.	560	4.8*	4.6	36	2003-03-29
Mackie Automotive Systems, production employees, Whitby, Ont.	720	3.0	3.1	36	2003-05-25
Northern Telecom Canada Limited (Nortel), hourly-rated employees, Montréal, Que.	2,800	3.8*	4.1	48	2004-02-28
SCI Brockville Corporation, plant and maintenance employees, Brockville, Ont.	870	2.0	2.0	36	2003-05-11
TRW Canada Limited, Linkage and Suspension Division, plant and maintenance employees, St. Catharines, Ont.	800	4.3*	4.5	36	2003-04-30
Transportation, Communication and Other Utilities (5 agreements)	**8,000**	**2.2**	**2.5**	**46.8**	
Canadian Airlines International Ltd., passenger agents, system-wide	3,820	2.1	3.0	46	2004-03-27
Maritime Employers Association, longshoremen, Montréal, Que.	760	2.4	2.0	72	2003-12-31
Montreal Urban Community Transit Commission, mechanics, Montréal, Que.	2,010	2.7	2.0	36	2003-01-09
Newfoundland and Labrador Hydro, plant and maintenance employees, province-wide, Nfld.	510	2.3	2.0	36	2002-03-31
Transport Cabano-Kingsway Inc., truck drivers, province-wide Ont., Que., and Maritimes	900	1.7*	2.0	59	2005-05-16

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Trade and Finance (4 agreements)	**5,760**	**1.8**	**1.4**	**35.3**	
Finning (Canada), Division of Finning International Ltd., service and maintenance employees, province-wide, B.C.	800	1.8	1.0	36	2003-04-14
Great Atlantic and Pacific Company of Canada, Limited (Food Basics), retail employees, province-wide, Ont.	2,200	2.7	1.9	48	2004-01-31
Laurentian Bank of Canada and Laurentian Trust of Canada, administrative services employees, Montréal, Que. and Ottawa, Ont.	1,690	0.0	0.0	18	2001-06-30
Manitoba Public Insurance Corporation, office and clerical employees, province-wide, Man.	1,070	2.7*	3.0	36	2002-09-21
Community, Business and Personal Services (32 agreements)	**51,270**	**3.7**	**3.5**	**30.4**	
Algoma District School Board, educational services, Sault Ste. Marie, Ont.	690	2.6	2.0	48	2003-08-31
Atomic Energy of Canada Limited, engineers, Mississauga, Ont.	630	3.3	3.0	36	2002-12-31
B.C. Institute of Technology, instructors/tutors/lecturers, Burnaby, B.C.	600	0.7	0.0	36	2001-06-30
Board of School Trustees, School District No. 61, office and clerical employees, Victoria, B.C.	920	1.0	0.0	24	2001-12-31
Board of School Trustees, School District No. 68, office and clerical employees, Nanaimo, B.C.	650	0.6	0.0	42	2001-12-31
Board of Trustees of the Calgary Board of Education, building maintenance, Calgary, Alta.	620	1.9	2.5	56	2003-08-31
Capital Health Authority, non-medical employees, Edmonton, Alta.	1,940	4.0	4.0	24	2002-03-31
Capital Health Authority (University of Alberta Hospital), non-medical employees, Edmonton, Alta.	2,000	4.0	4.0	24	2002-03-31
Chinook's Edge School Division No. 73, elementary and secondary teachers, Red Deer, Alta.	620	3.8	3.8	12	2001-08-31
City of Toronto, health professionals, Toronto, Ont.	1,600	2.5	2.0	36	2001-12-31
Comité patronal de négociation des collèges, educational services, province-wide, Que.	1,020	2.2	1.5	48	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que.	3,490	2.2	1.5	48	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, technical employees, province-wide, Que.	2,670	2.3	1.5	48	2002-06-30
Government of Prince Edward Island, office and clerical employees, province-wide, P.E.I.	610	2.2	2.0	36	2002-06-30
Halton Catholic District School Board, elementary teachers, Burlington, Ont.	930	1.5	2.0	24	2002-08-31
Halton District School Board, elementary teachers, Burlington, Ont.	1,430	2.5	2.5	12	2001-08-31
Niagara Catholic District School Board, elementary teachers, Welland, Ont.	820	1.5	2.0	24	2002-08-31
Pinkerton's of Canada Limited, security guards, province-wide, Ont.	1,000	3.6	4.3	35	2003-05-31
Post-Secondary Employers' Association, support employees, province-wide, B.C.	3,050	0.7	0.0	36	2001-03-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Community, Business and Personal Services (continued)					
Provincial Health Authorities of Alberta, nursing assistants, province-wide, Alta.	6,500	8.2	8.2	24	2002-03-31
Provincial Health Authorities of Alberta, para-medical professional employees, province-wide, Alta.	6,410	6.8	7.1	24	2002-03-31
Provincial Health Authorities of Alberta (Long-Term Care), nursing assistants, Edmonton, Alta.	1,600	7.2	8.1	27	2002-06-30
Queen's University, professors, Kingston, Ont.	850	1.7	1.7	12	2001-04-30
Red Deer Public School District No. 104, elementary and secondary teachers, Red Deer, Alta.	520	3.0	3.0	12	2001-08-31
Sisters of Charity of Ottawa Health Service Inc. health services employees, Ottawa, Ont.	900	1.0	0.0	48	2002-03-31
Thames Valley District School Board, educational services, London, Ont.	610	1.9	1.5	19	2001-12-31
Thames Valley District School Board, occasional teachers, London, Ont.	1,120	0.1	0.0	24	2000-08-31
The Board of Governors of Mount Royal College, instructors/tutors/lecturers, Calgary, Alta.	530	4.0	3.5	24	2001-06-30
University of Alberta, professors, Edmonton, Alta.	1,750	4.0	4.0	24	2002-06-30
University of Ottawa, teaching assistants, Ottawa, Ont.	1,100	2.8	0.0	63	2002-08-31
University of Western Ontario, instructors/tutors/lecturers, London, Ont.	1,250	2.4	1.0	48	2002-06-30
York Catholic District School Board, elementary and secondary teachers, Aurora, Ont.	2,840	1.5	1.5	12	2001-08-31
Public Administration (17 agreements)	**50,090**	**2.1**	**2.2**	**17.7**	
Canada Customs and Revenue Agency, administrative and support employees, Canada-wide	39,080	2.1	2.7	16	2000-10-31
Canadian Food Inspection Agency, scientific and other professionals, Canada-wide	630	2.0	2.0	12	2000-09-30
City of Calgary, inside employees, Calgary, Alta.	2,700	3.2	3.0	24	2001-12-31
City of London, inside employees, London, Ont.	670	2.4	2.5	36	2002-12-31
City of Toronto, inside employees, Toronto, Ont.	10,000	2.5	2.0	36	2001-12-31
City of Toronto, inside and outside employees, Toronto, Ont.	900	2.5	2.0	36	2001-12-31
City of Toronto, recreational employees, Toronto, Ont.	7,500	2.5	2.0	36	2001-12-31
City of Winnipeg, inside employees, Winnipeg, Man.	5,250	2.1*	2.3	36	2002-12-25
Communications Security Establishment.DND, administrative services employees, Ottawa, Ont.	550	2.0	2.0	12	2001-02-09
Government of Canada, administrative and support employees, Canada-wide	61,580	2.0	2.0	12	2000-06-20
Government of Canada, firefighters, Canada-wide	14,350	2.0	2.0	12	2000-08-04
Government of Canada, scientific and other professionals, Canada-wide	2,500	2.0	2.0	12	2000-09-30
Government of Canada, ship maintenance, Halifax, N.S.	770	2.0	2.0	12	2000-12-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration (continued)					
Montreal Urban Community, school crossing guards, Montréal, Que.	510	1.5	0.0	60	2002-08-14
Ontario Property Assessment Corporation, administrative and support employees, province-wide, Ont.	1,900	2.3	2.0	36	2002-12-31
The Construction Commission of Quebec, office and clerical employees, province-wide, Que.	640	2.0	1.5	24	2000-12-31
Waterloo Regional Police Services Board, police officers, Waterloo, Ont.	560	2.8	2.5	30	2001-12-31
Agreements with COLA (11 agreements)	**20,740**	**2.3**	**2.5**	**38.6**	
Agreements without COLA (65 agreements)	**214,680**	**2.5**	**2.5**	**22.4**	
All agreements (76 agreements)	**235,420**	**2.5**	**2.5**	**23.8**	

Source: Workplace Information Directorate

The Collective Bargaining Bulletin, a monthly publication, contains a listing of formal and up-to-date summaries of the major settlements shown above.

Copies of these settlement summaries are available by calling the Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117 or E-mail: wid-imt@hrdc-drhc.gc.ca or Internet: http://labour.hrdc-drhc.gc.ca

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* Cost-of-Living Allowance (COLA) formulae are quantified using a combination of the latest relevant Consumer Price Index (CPI) data available and/or a projected CPI increase of 2.0 per cent. Consult the Technical Notes for information on the calculation of the yield from COLA increases, and definitions of the industry and sector divisions used in this publication.

Table A-1

Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
All Industries							
Wage Adjustment (%)	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Number of Agreements	378	400	371	75	64	147	76
Number of Employees (000's)	692.7	918.0	817.7	177.5	124.2	535.4	235.4
Private Sector							
Wage Adjustment (%)	1.8	1.8	2.6	2.4	3.6	2.7	2.3
Number of Agreements	157	180	155	41	30	28	25
Number of Employees (000's)	321.7	272.4	311.3	126.5	65.9	42.6	31.5
Public Sector							
Wage Adjustment (%)	1.1	1.6	1.9	2.4	2.1	2.3	2.5
Number of Agreements	221	220	216	34	34	119	51
Number of Employees (000's)	371.0	645.7	506.4	51.0	58.3	492.8	204.0
Federal Administration							
Wage Adjustment (%)	3.2	2.2	2.9	2.1	2.0	2.0	2.0
Number of Agreements	1	16	10	1	1	6	7
Number of Employees (000's)	8.7	124.2	53.2	0.5	9.0	19.9	119.5
Federal Crown Corporations							
Wage Adjustment (%)	1.4	2.2	2.2	1.6	-	2.2	3.3
Number of Agreements	8	7	6	1	-	2	1
Number of Employees (000's)	65.4	8.3	19.8	3.2	-	46.0	0.6
Provincial Administration							
Wage Adjustment (%)	1.1	1.7	1.6	1.6	1.5	2.6	2.6
Number of Agreements	26	30	21	2	2	16	4
Number of Employees (000's)	45.1	112.2	73.9	5.4	2.8	68.4	4.1
Local Administration							
Wage Adjustment (%)	1.2	1.5	2.2	2.3	2.4	2.6	2.5
Number of Agreements	34	32	34	9	10	4	9
Number of Employees (000's)	43.8	48.3	44.2	13.2	15.9	12.5	30.1
Education, Health and Welfare							
Wage Adjustment (%)	1.0	1.4	1.8	2.6	2.2	2.2	3.7
Number of Agreements	148	133	133	20	17	88	29
Number of Employees (000's)	203.6	350.7	289.9	27.7	15.8	332.8	49.1
Public Utilities							
Wage Adjustment (%)	1.6	1.4	2.1	2.7	1.8	3.9	2.3
Number of Agreements	4	2	12	1	4	3	1
Number of Employees (000's)	4.4	2.1	25.3	1.0	14.9	13.2	0.5

Table A-1

Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
All Industries							
Wage Adjustment (%)	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Number of Agreements	378	400	371	75	64	147	76
Number of Employees (000's)	692.7	918.0	817.7	177.5	124.2	535.4	235.4
Private Sector							
Wage Adjustment (%)	1.8	1.8	2.6	2.4	3.6	2.7	2.3
Number of Agreements	157	180	155	41	30	28	25
Number of Employees (000's)	321.7	272.4	311.3	126.5	65.9	42.6	31.5
Public Sector							
Wage Adjustment (%)	1.1	1.6	1.9	2.4	2.1	2.3	2.5
Number of Agreements	221	220	216	34	34	119	51
Number of Employees (000's)	371.0	645 7	506.4	51.0	58.3	492.8	204.0
Federal Administration							
Wage Adjustment (%)	3.2	2.2	2.9	2.1	2.0	2.0	2.0
Number of Agreements	1	16	10	1	1	6	7
Number of Employees (000's)	8.7	124.2	53.2	0.5	9.0	19.9	119.5
Federal Crown Corporations							
Wage Adjustment (%)	1.4	2.2	2.2	1.6	-	2.2	3.3
Number of Agreements	8	7	6	1	-	2	1
Number of Employees (000's)	65.4	8.3	19.8	3.2	-	46.0	0.6
Provincial Administration							
Wage Adjustment (%)	1.1	1.7	1.6	1.6	1.5	2.6	2.6
Number of Agreements	26	30	21	2	2	16	4
Number of Employees (000's)	45.1	112.2	73.9	5.4	2.8	68.4	4.1
Local Administration							
Wage Adjustment (%)	1.2	1.5	2.2	2.3	2.4	2.6	2.5
Number of Agreements	34	32	34	9	10	4	9
Number of Employees (000's)	43.8	48.3	44.2	13.2	15.9	12.5	30.1
Education, Health and Welfare							
Wage Adjustment (%)	1.0	1.4	1.8	2.6	2.2	2.2	3.7
Number of Agreements	148	133	133	20	17	88	29
Number of Employees (000's)	203.6	350.7	289.9	27.7	15.8	332.8	49.1
Public Utilities							
Wage Adjustment (%)	1.6	1.4	2.1	2.7	1.8	3.9	2.3
Number of Agreements	4	2	12	1	4	3	1
Number of Employees (000's)	4.4	2.1	25.3	1.0	14.9	13.2	0.5

Table A-2

Effective Wage Adjustment in Base Rates, by Effective Period, Second Quarter 2000

Sector/ Agreement Duration	Number of Agreements	Number of Employees	First 12 Months	Second 12 Months	Third 12 Months	Fourth 12 Months	Average Annual Adjustment	Average Agreement Duration
		(000's)	(%)	(%)	(%)	(%)	(%)	(Months)
All Industries								
17 Months or Less	12	125.7	2.2	-	-	-	2.0	13.2
18-29 Months	15	30.2	5.0	4.9	-	-	4.9	23.7
30-41 Months	32	54.8	2.1	2.1	2.6	-	2.3	35.9
42 Months or More	17	24.7	1.8	2.4	2.8	2.2	2.3	50.7
All Agreements	76	235.4	2.5	3.0	2.6	2.2	2.5	23.8
Private Sector								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	1	1.7	0.0	0.0	-	-	0.0	18.0
30-41 Months	17	18.0	2.6	2.3	2.0	-	2.3	35.9
42 Months or More	7	11.8	2.6	2.7	2.8	1.9	2.6	51.7
All Agreements	25	31.5	2.4	2.3	2.4	1.9	2.3	40.9
Public Sector								
17 Months or Less	12	125.7	2.2	-	-	-	2.0	13.2
18-29 Months	14	28.5	5.3	5.2	-	-	5.2	24.1
30-41 Months	15	36.9	1.9	2.0	2.8	-	2.3	35.9
42 Months or More	10	12.9	1.2	2.2	2.8	2.5	2.1	49.8
All Agreements	51	204.0	2.5	3.2	2.8	2.5	2.5	21.2
Federal Administration								
17 Months or Less	7	119.5	2.2	-	-	-	2.0	13.3
18-29 Months	-	-	-	-	-	-	-	-
30-41 Months	-	-	-	-	-	-	-	-
42 Months or More	-	-	-	-	-	-	-	-
All Agreements	7	119.5	2.2	-	-	-	2.0	13.3
Federal Crown Corporations								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	-	-	-	-	-	-	-	-
30-41 Months	1	0.6	3.0	4.0	3.0	-	3.3	36.0
42 Months or More	-	-	-	-	-	-	-	-
All Agreements	1	0.6	3.0	4.0	3.0	-	3.3	36.0
Provincial Administration								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	2	1.2	2.4	3.4	-	-	2.9	24.0
30-41 Months	2	3.0	2.4	2.3	2.7	-	2.5	36.0
42 Months or More	-	-	-	-	-	-	-	-
All Agreements	4	4.1	2.4	2.6	2.7	-	2.6	32.6
Local Administration								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	1	2.7	3.0	3.5	-	-	3.2	24.0
30-41 Months	7	26.9	2.1	2.2	2.9	-	2.4	35.9
42 Months or More	1	0.5	0.0	2.0	1.6	2.0	1.5	60.0
All Agreements	9	30.1	2.1	2.3	2.9	2.0	2.5	35.2
Education, Health and Welfare								
17 Months or Less	5	6.3	2.1	-	-	-	2.1	12.0
18-29 Months	11	24.6	5.6	5.5	-	-	5.5	24.1
30-41 Months	4	5.9	0.8	0.8	2.3	-	1.3	36.0
42 Months or More	9	12.4	1.2	2.2	2.9	2.5	2.1	49.4
All Agreements	29	49.1	3.5	3.9	2.7	2.5	3.7	30.4
Public Utilities								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	-	-	-	-	-	-	-	-
30-41 Months	1	0.5	2.0	2.0	3.0	-	2.3	36.0
42 Months or More	-	-	-	-	-	-	-	-
All Agreements	1	0.5	2.0	2.0	3.0	-	2.3	36.0

Table B-1

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Industries							
Agreements without COLA	1.4	1.6	2.0	2.1	2.2	2.4	2.5
Agreements with COLA	1.8	2.6	3.3	3.9	4.2	2.2	2.3
All Agreements	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Primary Industry							
Agreements without COLA	1.9	1.1	1.8	0.9	-	-	-
Agreements with COLA	1.9	-	2.4	2.3	2.2	-	1.2
All Agreements	1.9	1.1	2.1	1.6	2.2	-	1.2
Manufacturing							
Agreements without COLA	2.1	0.9	1.8	2.0	2.3	2.6	2.5
Agreements with COLA	2.7	2.8	4.0	4.1	4.5	2.2	3.0
All Agreements	2.3	1.4	3.3	3.3	4.3	2.4	2.8
Construction							
Agreements without COLA	1.6	2.4	2.0	1.4	-	3.9	-
Agreements with COLA	-	3.0	-	-	-	-	-
All Agreements	1.6	2.4	2.0	1.4	-	3.9	-
Transportation, Communication and Other Utilities							
Agreements without COLA	1.7	1.9	2.5	3.3	2.2	3.2	2.3
Agreements with COLA	1.5	1.9	2.2	3.6	2.3	2.2	1.7
All Agreements	1.6	1.9	2.4	3.3	2.2	2.6	2.2
Trade; Finance, Insurance and Real Estate							
Agreements without COLA	1.7	1.5	1.8	1.9	2.2	2.0	1.6
Agreements with COLA	1.6	2.6	0.6	-	-	-	2.7
All Agreements	1.7	1.5	1.5	1.9	2.2	2.0	1.8
Community, Business and Personal Services							
Agreements without COLA	1.0	1.4	1.8	2.5	2.3	2.2	3.7
Agreements with COLA	1.6	0.9	-	-	-	-	-
All Agreements	1.0	1.4	1.8	2.5	2.3	2.2	3.7
Public Administration							
Agreements without COLA	1.3	1.8	2.2	2.2	2.2	2.5	2.1
Agreements with COLA	-	-	2.3	-	-	-	2.1
All Agreements	1.3	1.8	2.2	2.2	2.2	2.5	2.1

Table B-1

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Industries							
Agreements without COLA	1.4	1.6	2.0	2.1	2.2	2.4	2.5
Agreements with COLA	1.8	2.6	3.3	3.9	4.2	2.2	2.3
All Agreements	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Primary Industry							
Agreements without COLA	1.9	1.1	1.8	0.9	-	-	-
Agreements with COLA	1.9	-	2.4	2.3	2.2	-	1.2
All Agreements	1.9	1.1	2.1	1.6	2.2	-	1.2
Manufacturing							
Agreements without COLA	2.1	0.9	1.8	2.0	2.3	2.6	2.5
Agreements with COLA	2.7	2.8	4.0	4.1	4.5	2.2	3.0
All Agreements	2.3	1.4	3.3	3.3	4.3	2.4	2.8
Construction							
Agreements without COLA	1.6	2.4	2.0	1.4	-	3.9	-
Agreements with COLA	-	3.0	-	-	-	-	-
All Agreements	1.6	2.4	2.0	1.4	-	3.9	-
Transportation, Communication and Other Utilities							
Agreements without COLA	1.7	1.9	2.5	3.3	2.2	3.2	2.3
Agreements with COLA	1.5	1.9	2.2	3.6	2.3	2.2	1.7
All Agreements	1.6	1.9	2.4	3.3	2.2	2.6	2.2
Trade; Finance, Insurance and Real Estate							
Agreements without COLA	1.7	1.5	1.8	1.9	2.2	2.0	1.6
Agreements with COLA	1.6	2.6	0.6	-	-	-	2.7
All Agreements	1.7	1.5	1.5	1.9	2.2	2.0	1.8
Community, Business and Personal Services							
Agreements without COLA	1.0	1.4	1.8	2.5	2.3	2.2	3.7
Agreements with COLA	1.6	0.9	-	-	-	-	-
All Agreements	1.0	1.4	1.8	2.5	2.3	2.2	3.7
Public Administration							
Agreements without COLA	1.3	1.8	2.2	2.2	2.2	2.5	2.1
Agreements with COLA	-	-	2.3	-	-	-	2.1
All Agreements	1.3	1.8	2.2	2.2	2.2	2.5	2.1

Table B-2

Number of Agreements and Employees Covered, by Major Industry Division, with and without COLA, by Year and Quarter

	1997		1998		1999	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Industries						
Agreements without COLA	342	580.7	363	884.4	326	711.6
Agreements with COLA	36	112.0	37	33.6	45	106.1
All Agreements	378	692.7	400	918.0	371	817.7
Primary Industry						
Agreements without COLA	3	2.3	2	1.8	4	2.9
Agreements with COLA	5	8.3	-	-	4	3.8
All Agreements	8	10.6	2	1.8	8	6.7
Manufacturing						
Agreements without COLA	42	50.2	47	60.7	45	33.1
Agreements with COLA	20	22.1	26	24.4	29	70.8
All Agreements	62	72.3	73	85.1	74	103.9
Construction						
Agreements without COLA	32	104.8	45	93.8	21	97.8
Agreements with COLA	-	-	3	2.2	-	-
All Agreements	32	104.8	48	96.0	21	97.8
Transportation, Communication and Other Utilities						
Agreements without COLA	27	67.6	40	79.9	45	110.3
Agreements with COLA	5	59.5	3	4.0	10	25.6
All Agreements	32	127.1	43	83.9	55	136.0
Trade; Finance, Insurance and Real Estate						
Agreements without COLA	29	56.2	17	25.5	12	13.2
Agreements with COLA	4	18.7	2	1.3	1	5.2
All Agreements	33	74.9	19	26.8	13	18.4
Community, Business and Personal Services						
Agreements without COLA	162	226.8	150	375.0	152	310.4
Agreements with COLA	2	3.4	3	1.7	-	-
All Agreements	164	230.2	153	376.6	152	310.4
Public Administration						
Agreements without COLA	47	72.9	62	247.8	47	143.8
Agreements with COLA	-	-	-	-	1	.7
All Agreements	47	72.9	62	247.8	48	144.4

Table B-2 (continued)

Number of Agreements and Employees Covered, by Major Industry Division, with and without COLA, by Year and Quarter

	1999				2000			
	3		4		1		2	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Industries								
Agreements without COLA	65	156.2	49	80.6	140	481.6	65	214.7
Agreements with COLA	10	21.3	15	43.6	7	53.9	11	20.7
All Agreements	75	177.5	64	124.2	147	535.4	76	235.4
Primary Industry								
Agreements without COLA	2	1.4	-	-	-	-	-	-
Agreements with COLA	2	1.4	1	1.1	-	-	2	4.2
All Agreements	4	2.8	1	1.1	-	-	2	4.2
Manufacturing								
Agreements without COLA	10	10.0	5	3.1	11	10.9	10	6.8
Agreements with COLA	5	17.7	12	37.4	6	8.9	6	9.4
All Agreements	15	27.7	17	40.6	17	19.7	16	16.1
Construction								
Agreements without COLA	4	61.7	-	-	5	7.3	-	-
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	4	61.7	-	-	5	7.3	-	-
Transportation, Communication and Other Utilities								
Agreements without COLA	10	28.1	13	33.3	11	32.2	4	7.1
Agreements with COLA	3	2.2	2	5.2	1	45.0	1	0.9
All Agreements	13	30.3	15	38.4	12	77.2	5	8.0
Trade; Finance, Insurance and Real Estate								
Agreements without COLA	2	1.9	3	3.8	2	9.2	3	4.7
Agreements with COLA	-	-	-	-	-	-	1	1.1
All Agreements	2	1.9	3	3.8	2	9.2	4	5.8
Community, Business and Personal Services								
Agreements without COLA	30	42.0	18	16.5	90	334.8	32	51.3
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	30	42.0	18	16.5	90	334.8	32	51.3
Public Administration								
Agreements without COLA	7	11.1	10	23.9	21	87.2	16	144.8
Agreements with COLA	-	-	-	-	-	-	1	5.3
All Agreements	7	11.1	10	23.9	21	87.2	17	150.1

Table B-2 (continued)

Number of Agreements and Employees Covered, by Major Industry Division, with and without COLA, by Year and Quarter

	1999				2000			
	3		4		1		2	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Industries								
Agreements without COLA	65	156.2	49	80.6	140	481.6	65	214.7
Agreements with COLA	10	21.3	15	43.6	7	53.9	11	20.7
All Agreements	75	177.5	64	124.2	147	535.4	76	235.4
Primary Industry								
Agreements without COLA	2	1.4	-	-	-	-	-	-
Agreements with COLA	2	1.4	1	1.1	-	-	2	4.2
All Agreements	4	2.8	1	1.1	-	-	2	4.2
Manufacturing								
Agreements without COLA	10	10.0	5	3.1	11	10.9	10	6.8
Agreements with COLA	5	17.7	12	37.4	6	8.9	6	9.4
All Agreements	15	27.7	17	40.6	17	19.7	16	16.1
Construction								
Agreements without COLA	4	61.7	-	-	5	7.3	-	-
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	4	61.7	-	-	5	7.3	-	-
Transportation, Communication and Other Utilities								
Agreements without COLA	10	28.1	13	33.3	11	32.2	4	7.1
Agreements with COLA	3	2.2	2	5.2	1	45.0	1	0.9
All Agreements	13	30.3	15	38.4	12	77.2	5	8.0
Trade; Finance, insurance and Real Estate								
Agreements without COLA	2	1.9	3	3.8	2	9.2	3	4.7
Agreements with COLA	-	-	-	-	-	-	1	1.1
All Agreements	2	1.9	3	3.8	2	9.2	4	5.8
Community, Business and Personal Services								
Agreements without COLA	30	42.0	18	16.5	90	334.8	32	51.3
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	30	42.0	18	16.5	90	334.8	32	51.3
Public Administration								
Agreements without COLA	7	11.1	10	23.9	21	87.2	16	144.8
Agreements with COLA	-	-	-	-	-	-	1	5.3
All Agreements	7	11.1	10	23.9	21	87.2	17	150.1

Table B-3

Effective Wage Adjustment in Base Rates, by Major Industry Division, by Duration of Agreement, with and without COLA, Second Quarter 2000

	17 Months or Less			18-29 Months		
	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)
All Industries						
Agreements without COLA	12	125.7	2.0	15	30.2	4.9
Agreements with COLA	-	-	-	-	-	-
All Agreements	12	125.7	2.0	15	30.2	4.9
Primary Industry						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Manufacturing						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Construction						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Transportation, Communication and Other Utilities						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Trade; Finance, Insurance and Real Estate						
Agreements without COLA	-	-	-	1	1.7	0.0
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	1	1.7	0.0
Community, Business and Personal Services						
Agreements without COLA	5	6.3	2.1	12	25.1	5.5
Agreements with COLA	-	-	-	-	-	-
All Agreements	5	6.3	2.1	12	25.1	5.5
Public Administration						
Agreements without COLA	7	119.5	2.0	2	3.3	3.0
Agreements with COLA	-	-	-	-	-	-
All Agreements	7	119.5	2.0	2	3.3	3.0

Table B-3 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, by Duration of Agreement, with and without COLA, Second Quarter 2000

	30-41 Months			42 Months or More		
	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)
All Industries						
Agreements without COLA	23	37.8	2.4	15	21.0	2.2
Agreements with COLA	9	17.0	2.1	2	3.7	3.3
All Agreements	32	54.8	2.3	17	24.7	2.3
Primary Industry						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	2	4.2	1.2	-	-	-
All Agreements	2	4.2	1.2	-	-	-
Manufacturing						
Agreements without COLA	8	5.4	2.7	2	1.4	1.9
Agreements with COLA	5	6.6	2.6	1	2.8	3.8
All Agreements	13	12.0	2.6	3	4.2	3.2
Construction						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Transportation, Communication and Other Utilities						
Agreements without COLA	2	2.5	2.6	2	4.6	2.1
Agreements with COLA	-	-	-	1	0.9	1.7
All Agreements	2	2.5	2.6	3	5.5	2.1
Trade; Finance, Insurance and Real Estate						
Agreements without COLA	1	0.8	1.8	1	2.2	2.7
Agreements with COLA	1	1.1	2.7	-	-	-
All Agreements	2	1.9	2.3	1	2.2	2.7
Community, Business and Personal Services						
Agreements without COLA	6	7.5	1.8	9	12.4	2.1
Agreements with COLA	-	-	-	-	-	-
All Agreements	6	7.5	1.8	9	12.4	2.1
Public Administration						
Agreements without COLA	6	21.5	2.5	1	0.5	1.5
Agreements with COLA	1	5.3	2.1	-	-	-
All Agreements	7	26.8	2.4	1	0.5	1.5

Table B-4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, Second Quarter 2000

	Number of Agreements	Number of Employees	Average Annual Adjustment	First 12 Months	Average Agreement Duration
		(000's)	(%)	(%)	(Months)
All Industries					
Agreements without COLA	65	214.7	2.5	2.5	22.4
Agreements with COLA	11	20.7	2.3	2.5	38.6
All Agreements	76	235.4	2.5	2.5	23.8
Primary Industry					
Agreements without COLA	-	-	-	-	-
Agreements with COLA	2	4.2	1.2	1.6	36.0
All Agreements	2	4.2	1.2	1.6	36.0
Manufacturing					
Agreements without COLA	10	6.8	2.5	2.5	41.8
Agreements with COLA	6	9.4	3.0	3.1	39.6
All Agreements	16	16.1	2.8	2.9	40.5
Construction					
Agreements without COLA	-	-	-	-	-
Agreements with COLA	-	-	-	-	-
All Agreements	-	-	-	-	-
Transportation, Communication and Other Utilities					
Agreements without COLA	4	7.1	2.3	2.5	45.2
Agreements with COLA	1	0.9	1.7	2.0	59.0
All Agreements	5	8.0	2.2	2.5	46.8
Trade; Finance, Insurance and Real Estate					
Agreements without COLA	3	4.7	1.6	1.0	35.1
Agreements with COLA	1	1.1	2.7	3.0	36.0
All Agreements	4	5.8	1.8	1.4	35.3
Community, Business and Personal Services					
Agreements without COLA	32	51.3	3.7	3.5	30.4
Agreements with COLA	-	-	-	-	-
All Agreements	32	51.3	3.7	3.5	30.4
Public Administration					
Agreements without COLA	16	144.8	2.1	2.2	17.1
Agreements with COLA	1	5.3	2.1	2.3	36.0
All Agreements	17	150.1	2.1	2.2	17.7

Table C-1

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Atlantic	1.1	2.1	2.0	2.4	2.6	2.1	2.0
Newfoundland	1.7	1.3	1.6	2.2	-	2.4	2.3
Prince Edward Island	-	2.1	2.7	-	3.0	-	2.2
Nova Scotia	2.0	2.9	2.1	1.5	1.8	2.2	-
New Brunswick	0.7	1.5	2.4	3.6	-	1.5	1.7
Quebec	1.3	1.0	1.6	1.5	2.1	2.3	2.6
Ontario	1.1	1.6	2.1	3.1	3.6	2.5	2.2
Prairies	2.0	2.4	3.1	2.9	2.7	3.6	5.1
Manitoba	1.1	1.4	2.5	2.1	2.3	2.5	2.2
Saskatchewan	0.9	1.8	2.2	3.5	1.8	2.0	-
Alberta	2.4	3.0	4.0	3.3	3.0	3.8	5.8
British Columbia	1.3	0.8	0.8	1.3	0.8	0.6	0.7
Multiprovince	2.8	1.5	2.2	-	-	2.6	1.8
Federal	1.8	2.1	2.8	3.4	2.3	2.2	2.0
Public Sector							
CANADA	1.1	1.6	1.9	2.4	2.1	2.3	2.5
Atlantic	1.0	2.1	1.8	1.9	3.0	2.2	2.2
Newfoundland	2.1	1.3	1.3	-	-	-	2.3
Prince Edward Island	-	2.1	2.9	-	3.0	-	2.2
Nova Scotia	1.8	3.0	2.3	1.4	-	2.2	-
New Brunswick	0.8	1.5	3.1	3.1	-	1.5	-
Quebec	1.3	1.2	1.7	1.5	1.8	2.3	2.3
Ontario	.6	1.3	1.5	2.1	2.3	2.5	2.2
Prairies	1.7	2.2	2.9	2.9	2.7	3.6	5.1
Manitoba	1.0	1.2	2.5	1.8	2.0	2.0	2.2
Saskatchewan	0.9	1.8	2.3	3.5	1.8	2.0	-
Alberta	2.2	2.6	3.7	3.3	3.1	3.8	5.8
British Columbia	0.6	0.7	0.6	0.7	0.8	0.6	0.7
Multiprovince	0.5	1.0	1.9	-	-	2.6	-
Federal	1.6	2.2	2.7	1.9	2.0	2.1	2.0
Private Sector							
CANADA	1.8	1.8	2.6	2.4	3.6	2.7	2.3
Atlantic	1.2	1.8	2.2	2.9	1.8	2.0	1.7
Newfoundland	1.7	1.9	2.3	2.2	-	2.4	-
Prince Edward Island	-	-	2.3	-	-	-	-
Nova Scotia	2.1	1.8	1.9	1.8	1.8	1.6	-
New Brunswick	0.4	1.7	2.3	3.8	-	1.5	1.7
Quebec	1.3	1.0	1.5	1.5	3.8	3.0	3.3
Ontario	1.9	2.0	3.3	4.1	4.4	2.7	2.3
Prairies	2.5	3.2	3.8	3.2	2.5	3.8	-
Manitoba	1.8	1.6	2.8	3.2	2.4	3.0	-
Saskatchewan	1.2	1.1	0.9	-	-	-	-
Alberta	2.6	4.5	5.1	-	2.6	4.8	-
British Columbia	1.6	1.5	1.3	1.3	-	-	-
Multiprovince	3.0	1.7	2.8	-	-	-	1.8
Federal	2.0	1.7	2.8	3.8	2.4	4.4	1.6

Table C-1

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Atlantic	1.1	2.1	2.0	2.4	2.6	2.1	2.0
Newfoundland	1.7	1.3	1.6	2.2	-	2.4	2.3
Prince Edward Island	-	2.1	2.7	-	3.0	-	2.2
Nova Scotia	2.0	2.9	2.1	1.5	1.8	2.2	-
New Brunswick	0.7	1.5	2.4	3.6	-	1.5	1.7
Quebec	1.3	1.0	1.6	1.5	2.1	2.3	2.6
Ontario	1.1	1.6	2.1	3.1	3.6	2.5	2.2
Prairies	2.0	2.4	3.1	2.9	2.7	3.6	5.1
Manitoba	1.1	1.4	2.5	2.1	2.3	2.5	2.2
Saskatchewan	0.9	1.8	2.2	3.5	1.8	2.0	-
Alberta	2.4	3.0	4.0	3.3	3.0	3.8	5.8
British Columbia	1.3	0.8	0.8	1.3	0.8	0.6	0.7
Multiprovince	2.8	1.5	2.2	-	-	2.6	1.8
Federal	1.8	2.1	2.8	3.4	2.3	2.2	2.0
Public Sector							
CANADA	1.1	1.6	1.9	2.4	2.1	2.3	2.5
Atlantic	1.0	2.1	1.8	1.9	3.0	2.2	2.2
Newfoundland	2.1	1.3	1.3	-	-	-	2.3
Prince Edward Island	-	2.1	2.9	-	3.0	-	2.2
Nova Scotia	1.8	3.0	2.3	1.4	-	2.2	-
New Brunswick	0.8	1.5	3.1	3.1	-	1.5	-
Quebec	1.3	1.2	1.7	1.5	1.8	2.3	2.3
Ontario	.6	1.3	1.5	2.1	2.3	2.5	2.2
Prairies	1.7	2.2	2.9	2.9	2.7	3.6	5.1
Manitoba	1.0	1.2	2.5	1.8	2.0	2.0	2.2
Saskatchewan	0.9	1.8	2.3	3.5	1.8	2.0	-
Alberta	2.2	2.6	3.7	3.3	3.1	3.8	5.8
British Columbia	0.6	0.7	0.6	0.7	0.8	0.6	0.7
Multiprovince	0.5	1.0	1.9	-	-	2.6	-
Federal	1.6	2.2	2.7	1.9	2.0	2.1	2.0
Private Sector							
CANADA	1.8	1.8	2.6	2.4	3.6	2.7	2.3
Atlantic	1.2	1.8	2.2	2.9	1.8	2.0	1.7
Newfoundland	1.7	1.9	2.3	2.2	-	2.4	-
Prince Edward Island	-	-	2.3	-	-	-	-
Nova Scotia	2.1	1.8	1.9	1.8	1.8	1.6	-
New Brunswick	0.4	1.7	2.3	3.8	-	1.5	1.7
Quebec	1.3	1.0	1.5	1.5	3.8	3.0	3.3
Ontario	1.9	2.0	3.3	4.1	4.4	2.7	2.3
Prairies	2.5	3.2	3.8	3.2	2.5	3.8	-
Manitoba	1.8	1.6	2.8	3.2	2.4	3.0	-
Saskatchewan	1.2	1.1	0.9	-	-	-	-
Alberta	2.6	4.5	5.1	-	2.6	4.8	-
British Columbia	1.6	1.5	1.3	1.3	-	-	-
Multiprovince	3.0	1.7	2.8	-	-	-	1.8
Federal	2.0	1.7	2.8	3.8	2.4	4.4	1.6

Table C-2

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1997		1998		1999	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors						
CANADA	378	692.7	400	918.0	371	817.7
Atlantic	18	20.9	42	93.4	22	20.0
Newfoundland	5	6.1	7	25.4	8	9.7
Prince Edward Island	-	-	3	3.9	3	2.2
Nova Scotia	2	1.8	18	39.0	6	3.9
New Brunswick	11	13.0	14	25.0	5	4.3
Quebec	39	92.3	53	82.2	39	113.7
Ontario	174	237.5	140	267.5	168	311.8
Prairies	80	146.0	83	134.0	70	146.0
Manitoba	21	27.9	20	22.3	18	38.7
Saskatchewan	7	16.9	12	32.3	15	45.0
Alberta	52	101.1	51	79.4	37	62.4
British Columbia	34	69.3	35	151.8	25	71.9
Multiprovince	8	8.3	3	9.3	5	6.8
Federal	25	118.4	44	179.8	42	147.5
Public Sector						
CANADA	221	371.0	220	645.7	216	506.4
Atlantic	8	10.9	29	81.6	10	10.7
Newfoundland	2	1.2	6	22.9	4	6.6
Prince Edward Island	-	-	3	3.9	2	1.5
Nova Scotia	1	0.6	11	33.6	3	2.1
New Brunswick	5	9.0	9	21.1	1	0.6
Quebec	16	19.8	14	23.6	12	25.8
Ontario	113	139.0	77	167.3	111	209.0
Prairies	55	100.6	62	106.5	50	124.0
Manitoba	18	24.0	11	11.7	13	34.2
Saskatchewan	4	14.5	10	30.5	11	40.6
Alberta	33	62.1	41	64.3	26	49.2
British Columbia	18	25.4	15	133.7	13	57.6
Multiprovince	1	0.6	1	2.3	2	4.6
Federal	10	74.8	22	130.7	18	74.7
Private Sector						
CANADA	157	321.7	180	272.4	155	311.3
Atlantic	10	10.1	13	11.8	12	9.3
Newfoundland	3	4.9	1	2.5	4	3.1
Prince Edward Island	-	-	-	-	1	0.7
Nova Scotia	1	1.2	7	5.4	3	1.8
New Brunswick	6	4.0	5	3.9	4	3.7
Quebec	23	72.6	39	58.6	27	87.9
Ontario	61	98.5	63	100.2	57	102.8
Prairies	25	45.4	21	27.5	20	22.1
Manitoba	3	4.0	9	10.5	5	4.6
Saskatchewan	3	2.4	2	1.8	4	4.4
Alberta	19	39.0	10	15.1	11	13.1
British Columbia	16	43.9	20	18.2	12	14.3
Multiprovince	7	7.7	2	7.0	3	2.2
Federal	15	43.6	22	49.1	24	72.8

Table C-2 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1999				2000			
	3		4		1		2	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	75	177.5	64	124.2	147	535.4	76	235.4
Atlantic	6	4.5	2	1.4	9	17.1	3	1.9
Newfoundland	1	0.6	-	-	1	3.0	1	0.5
Prince Edward Island	-	-	1	0.9	-	-	1	0.6
Nova Scotia	3	2.2	1	0.5	4	11.7	-	-
New Brunswick	2	1.8	-	-	4	2.4	1	0.8
Quebec	15	70.6	8	20.6	62	299.2	12	16.4
Ontario	24	36.9	29	57.1	40	114.6	31	52.3
Prairies	9	23.3	13	11.8	17	24.7	13	31.5
Manitoba	5	8.9	3	2.2	3	2.6	2	6.3
Saskatchewan	1	8.4	1	2.0	1	0.6	-	-
Alberta	3	6.0	9	7.6	13	21.5	11	25.2
British Columbia	10	13.1	2	2.2	8	10.2	4	5.2
Multiprovince	-	-	-	-	2	3.0	1	0.8
Federal	11	29.1	10	31.1	9	66.7	12	127.3
Public Sector								
CANADA	34	51.0	34	58.3	119	492.8	51	204.0
Atlantic	3	2.0	1	0.9	3	11.2	2	1.1
Newfoundland	-	-	-	-	-	-	1	0.5
Prince Edward Island	-	-	1	0.9	-	-	1	0.6
Nova Scotia	2	1.5	-	-	2	10.6	-	-
New Brunswick	1	0.6	-	-	1	.6	-	-
Quebec	3	2.8	5	17.1	57	290.6	6	10.3
Ontario	16	18.3	16	20.3	26	89.3	18	35.7
Prairies	7	21.0	9	8.9	15	22.6	13	31.5
Manitoba	3	6.6	1	0.7	2	1.5	2	6.3
Saskatchewan	1	8.4	1	2.0	1	0.6	-	-
Alberta	3	6.0	7	6.2	12	20.5	11	25.2
British Columbia	1	0.6	2	2.2	8	10.2	4	5.2
Multiprovince	-	-	-	-	2	3.0	-	-
Federal	4	6.3	1	9.0	8	65.9	8	120.1
Private Sector								
CANADA	41	126.5	30	65.9	28	42.6	25	31.5
Atlantic	3	2.5	1	0.5	6	5.8	1	0.8
Newfoundland	1	0.6	-	-	1	3.0	-	-
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	1	0.7	1	0.5	2	1.1	-	-
New Brunswick	1	1.2	-	-	3	1.7	1	0.8
Quebec	12	67.9	3	3.4	5	8.5	6	6.1
Ontario	8	18.6	13	36.9	14	25.3	13	16.7
Prairies	2	2.3	4	3.0	2	2.1	-	-
Manitoba	2	2.3	2	1.6	1	1.1	-	-
Saskatchewan	-	-	-	-	-	-	-	-
Alberta	-	-	2	1.4	1	1.0	-	-
British Columbia	9	12.5	-	-	-	-	-	-
Multiprovince	-	-	-	-	-	-	1	0.8
Federal	7	22.8	9	22.1	1	0.8	4	7.2

Table C-2 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1999				2000			
	3		4		1		2	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	75	177.5	64	124.2	147	535.4	76	235.4
Atlantic	6	4.5	2	1.4	9	17.1	3	1.9
Newfoundland	1	0.6	-	-	1	3.0	1	0.5
Prince Edward Island	-	-	1	0.9	-	-	1	0.6
Nova Scotia	3	2.2	1	0.5	4	11.7	-	-
New Brunswick	2	1.8	-	-	4	2.4	1	0.8
Quebec	15	70.6	8	20.6	62	299.2	12	16.4
Ontario	24	36.9	29	57.1	40	114.6	31	52.3
Prairies	9	23.3	13	11.8	17	24.7	13	31.5
Manitoba	5	8.9	3	2.2	3	2.6	2	6.3
Saskatchewan	1	8.4	1	2.0	1	0.6	-	-
Alberta	3	6.0	9	7.6	13	21.5	11	25.2
British Columbia	10	13.1	2	2.2	8	10.2	4	5.2
Multiprovince	-	-	-	-	2	3.0	1	0.8
Federal	11	29.1	10	31.1	9	66.7	12	127.3
Public Sector								
CANADA	34	51.0	34	58.3	119	492.8	51	204.0
Atlantic	3	2.0	1	0.9	3	11.2	2	1.1
Newfoundland	-	-	-	-	-	-	1	0.5
Prince Edward Island	-	-	1	0.9	-	-	1	0.6
Nova Scotia	2	1.5	-	-	2	10.6	-	-
New Brunswick	1	0.6	-	-	1	.6	-	-
Quebec	3	2.8	5	17.1	57	290.6	6	10.3
Ontario	16	18.3	16	20.3	26	89.3	18	35.7
Prairies	7	21.0	9	8.9	15	22.6	13	31.5
Manitoba	3	6.6	1	0.7	2	1.5	2	6.3
Saskatchewan	1	8.4	1	2.0	1	0.6	-	-
Alberta	3	6.0	7	6.2	12	20.5	11	25.2
British Columbia	1	0.6	2	2.2	8	10.2	4	5.2
Multiprovince	-	-	-	-	2	3.0	-	-
Federal	4	6.3	1	9.0	8	65.9	8	120.1
Private Sector								
CANADA	41	126.5	30	65.9	28	42.6	25	31.5
Atlantic	3	2.5	1	0.5	6	5.8	1	0.8
Newfoundland	1	0.6	-	-	1	3.0	-	-
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	1	0.7	1	0.5	2	1.1	-	-
New Brunswick	1	1.2	-	-	3	1.7	1	0.8
Quebec	12	67.9	3	3.4	5	8.5	6	6.1
Ontario	8	18.6	13	36.9	14	25.3	13	16.7
Prairies	2	2.3	4	3.0	2	2.1	-	-
Manitoba	2	2.3	2	1.6	1	1.1	-	-
Saskatchewan	-	-	-	-	-	-	-	-
Alberta	-	-	2	1.4	1	1.0	-	-
British Columbia	9	12.5	-	-	-	-	-	-
Multiprovince	-	-	-	-	-	-	1	0.8
Federal	7	22.8	9	22.1	1	0.8	4	7.2

Table D

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Year												
1980	325	26.0	919.4	10.9	233	27.5	298.8	11.7	558	26.3	1,218.2	11.1
1981	290	18.9	577.6	13.1	210	27.3	323.4	12.6	500	21.9	901.0	13.0
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	277	17.0	637.4	3.9	282	26.1	518.8	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	322	25.4	711.2	3.6	231	26.0	410.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	295	30.0	737.6	5.2	158	28.5	264.2	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	302	21.7	977.3	2.0	194	32.2	329.5	2.5	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	216	31.5	630.9	0.6	186	35.8	277.9	1.4	402	32.8	908.8	0.9
1996	213	31.6	565.9	0.5	165	34.8	244.5	1.7	378	32.6	810.5	0.9
1997	221	30.2	371.0	1.1	157	38.1	321.7	1.8	378	33.9	692.7	1.5
1998	220	31.1	645.7	1.6	180	34.3	272.4	1.8	400	32.0	918.0	1.7
1999	216	35.1	506.4	1.9	155	38.5	311.3	2.6	371	36.4	817.7	2.2
2000*	170	34.4	696.8	2.4	53	36.4	74.1	2.5	223	34.6	770.8	2.4
Quarter												
1997 I	53	29.7	89.1	1.0	30	35.8	40.4	2.2	83	31.6	129.5	1.3
II	72	26.1	98.8	0.8	60	34.5	147.1	1.9	132	31.1	246.0	1.5
III	34	31.0	44.6	0.8	38	38.7	88.3	1.6	72	36.1	132.8	1.3
IV	62	33.1	138.6	1.6	29	50.8	45.9	1.8	91	37.5	184.5	1.7
1998 I	45	36.4	97.0	2.1	23	33.6	38.3	2.3	68	35.6	135.3	2.1
II	55	32.0	156.9	1.7	71	27.9	111.3	1.6	126	30.3	268.1	1.7
III	52	33.2	186.5	1.2	53	40.9	85.1	1.8	105	35.6	271.6	1.4
IV	68	25.9	205.3	1.7	33	38.9	37.7	1.9	101	27.9	243.0	1.7
1999 I	77	32.5	191.7	1.3	30	38.3	55.5	2.1	107	33.8	247.1	1.5
II	71	37.5	205.4	2.4	54	41.0	63.5	2.5	125	38.3	268.9	2.4
III	34	37.1	51.0	2.4	41	37.5	126.5	2.4	75	37.4	177.5	2.4
IV	34	33.4	58.3	2.1	30	38.2	65.9	3.6	64	36.0	124.2	2.9
2000 I	119	39.8	492.8	2.3	28	33.0	42.6	2.7	147	39.3	535.4	2.3
II	51	21.2	204.0	2.5	25	40.9	31.5	2.3	76	23.8	235.4	2.5

* Year to Date

Agmts. - Number of Agreements
Avg. Adj. - Average Annual Adjustment
Dur. - Average Agreement Duration
Empls. - Number of Employees

Table E

Selected Economic Indicators, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
Wage Settlements (%)	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Public Sector (%)	1.1	1.6	1.9	2.4	2.1	2.3	2.5
Private Sector (%)	1.8	1.8	2.6	2.4	3.6	2.7	2.3
Agreements in Force (%)	1.2	1.7	1.9	1.8	1.7	1.9	2.1
Public Sector (%)	0.9	1.4	1.7	1.7	1.6	1.7	1.9
Private Sector (%)	1.8	2.3	2.2	2.0	2.0	2.2	2.4
Consumer Price Index							
Per Cent Change[1]	1.6	0.9	1.7	2.2	2.4	2.7	2.4
GDP[2] at Factor Cost[3]							
Per Cent Change[1]	4.1	2.9	4.1	4.8	4.7	4.8	4.6
Labour Productivity Growth (%)	1.5	0.7	1.5	2.0	1.5	1.8	1.4
Unit Labour Cost (%)	1.0	1.4	0.5	0.5	0.8	1.8	2.3
Unemployment Rate[3] (%)	9.1	8.3	7.6	7.6	7.0	6.8	6.7
Employment (000's)[3]	13,774	14,140	14,531	14,562	14,690	14,826	14,886
Per Cent Change[1]	1.9	2.7	2.8	2.6	2.7	3.1	2.8
Average Weekly Earnings[3]	$598.26	$606.31	$610.68	$611.93	$615.15	$621.56	$625.98
Per Cent Change[1]	2.1	1.3	0.7	1.1	1.2	2.6	2.8
Average Hourly Earnings	$14.87	$15.12	$15.34	$15.20	$15.46	$15.79	$15.73
Per Cent Change[1]	1.1	1.7	1.4	1.6	1.8	2.6	2.9

[1] Per cent change from the same period of the previous year

[2] GDP – Gross domestic product at factor cost (1992) prices

[3] Seasonally adjusted data

Source: Workplace Information Directorate and Statistics Canada

Table D

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Year												
1980	325	26.0	919.4	10.9	233	27.5	298.8	11.7	558	26.3	1,218.2	11.1
1981	290	18.9	577.6	13.1	210	27.3	323.4	12.6	500	21.9	901.0	13.0
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	277	17.0	637.4	3.9	282	26.1	518.8	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	322	25.4	711.2	3.6	231	26.0	410.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	295	30.0	737.6	5.2	158	28.5	264.2	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	302	21.7	977.3	2.0	194	32.2	329.5	2.5	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	216	31.5	630.9	0.6	186	35.8	277.9	1.4	402	32.8	908.8	0.9
1996	213	31.6	565.9	0.5	165	34.8	244.5	1.7	378	32.6	810.5	0.9
1997	221	30.2	371.0	1.1	157	38.1	321.7	1.8	378	33.9	692.7	1.5
1998	220	31.1	645.7	1.6	180	34.3	272.4	1.8	400	32.0	918.0	1.7
1999	216	35.1	506.4	1.9	155	38.5	311.3	2.6	371	36.4	817.7	2.2
2000*	170	34.4	696.8	2.4	53	36.4	74.1	2.5	223	34.6	770.8	2.4
Quarter												
1997 I	53	29.7	89.1	1.0	30	35.8	40.4	2.2	83	31.6	129.5	1.3
II	72	26.1	98.8	0.8	60	34.5	147.1	1.9	132	31.1	246.0	1.5
III	34	31.0	44.6	0.8	38	38.7	88.3	1.6	72	36.1	132.8	1.3
IV	62	33.1	138.6	1.6	29	50.8	45.9	1.8	91	37.5	184.5	1.7
1998 I	45	36.4	97.0	2.1	23	33.6	38.3	2.3	68	35.6	135.3	2.1
II	55	32.0	156.9	1.7	71	27.9	111.3	1.6	126	30.3	268.1	1.7
III	52	33.2	186.5	1.2	53	40.9	85.1	1.8	105	35.6	271.6	1.4
IV	68	25.9	205.3	1.7	33	38.9	37.7	1.9	101	27.9	243.0	1.7
1999 I	77	32.5	191.7	1.3	30	38.3	55.5	2.1	107	33.8	247.1	1.5
II	71	37.5	205.4	2.4	54	41.0	63.5	2.5	125	38.3	268.9	2.4
III	34	37.1	51.0	2.4	41	37.5	126.5	2.4	75	37.4	177.5	2.4
IV	34	33.4	58.3	2.1	30	38.2	65.9	3.6	64	36.0	124.2	2.9
2000 I	119	39.8	492.8	2.3	28	33.0	42.6	2.7	147	39.3	535.4	2.3
II	51	21.2	204.0	2.5	25	40.9	31.5	2.3	76	23.8	235.4	2.5

* Year to Date

Agmts. - Number of Agreements
Avg. Adj. - Average Annual Adjustment
Dur. - Average Agreement Duration
Empls. - Number of Employees

Table E

Selected Economic Indicators, by Year and Quarter

	1997	1998	1999	1999		2000	
				3	4	1	2
Wage Settlements (%)	1.5	1.7	2.2	2.4	2.9	2.3	2.5
Public Sector (%)	1.1	1.6	1.9	2.4	2.1	2.3	2.5
Private Sector (%)	1.8	1.8	2.6	2.4	3.6	2.7	2.3
Agreements in Force (%)	1.2	1.7	1.9	1.8	1.7	1.9	2.1
Public Sector (%)	0.9	1.4	1.7	1.7	1.6	1.7	1.9
Private Sector (%)	1.8	2.3	2.2	2.0	2.0	2.2	2.4
Consumer Price Index Per Cent Change[1]	1.6	0.9	1.7	2.2	2.4	2.7	2.4
GDP[2] at Factor Cost[3] Per Cent Change[1]	4.1	2.9	4.1	4.8	4.7	4.8	4.6
Labour Productivity Growth (%)	1.5	0.7	1.5	2.0	1.5	1.8	1.4
Unit Labour Cost (%)	1.0	1.4	0.5	0.5	0.8	1.8	2.3
Unemployment Rate[3] (%)	9.1	8.3	7.6	7.6	7.0	6.8	6.7
Employment (000's)[3]	13,774	14,140	14,531	14,562	14,690	14,826	14,886
Per Cent Change[1]	1.9	2.7	2.8	2.6	2.7	3.1	2.8
Average Weekly Earnings[3]	$598.26	$606.31	$610.68	$611.93	$615.15	$621.56	$625.98
Per Cent Change[1]	2.1	1.3	0.7	1.1	1.2	2.6	2.8
Average Hourly Earnings	$14.87	$15.12	$15.34	$15.20	$15.46	$15.79	$15.73
Per Cent Change[1]	1.1	1.7	1.4	1.6	1.8	2.6	2.9

[1] Per cent change from the same period of the previous year

[2] GDP – Gross domestic product at factor cost (1992) prices

[3] Seasonally adjusted data

Source: Workplace Information Directorate and Statistics Canada

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated cost-of-living allowance (COLA) payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an inflation projection of 2.0 per cent has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the Federal Government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and Territorial Governments

(a) provincial and territorial government administration;

(b) health, education and social services agencies or institutions:
  (i) public hospitals,
  (ii) provincial residential care facilities,
  (iii) universities,
  (iv) colleges, vocational and trade institutions,
  (v) social services business enterprise,
  (vi) provincial elementary and secondary schools.

(3) Local Government Administration

(a) local government organizations such as: municipalities, boards, commissions;

(b) school boards;

(c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

(a) a government holds more than 50 per cent of its voting equity, directly;

(b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

(a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
  (i) the holding is the largest block of voting equity; and
  (ii) the holding exceeds 33.3 per cent of the voting equity; and
  (iii) the block is larger than the combined percentage of the next two largest blocks;

(b) the commercial enterprise declares that it is effectively controlled by a government;

(c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SECTION 2

EXPIRIES AND REOPENERS OF MAJOR COLLECTIVE AGREEMENTS IN OCTOBER, NOVEMBER AND DECEMBER 2000

Note: Reopeners listed may be negotiated for wage provisions[1] and/or other provisions[2]

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at: http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm

Company and Location	Union and Occupation	Number of Employees	Industry
	OCTOBER 2000		
NOVA SCOTIA			
Central Regional Health Board, province-wide	Nova Scotia Nurses' Union (Ind.) (nurses)	3,500	Services
Halifax Regional Municipality, Halifax	Cdn. Union of Public Employees (CLC) (outside employees)	620	Public Administration
Halifax Regional School Board, Halifax	Halifax Civic Workers Union, Local 108 (Ind.) (educational services)	600	Services
Queen Elizabeth II Health Sciences Centre, Halifax	Nova Scotia Government Employees Union (CLC) (nurses and support services)	5,770	Services
Trenton Works Ltd., Trenton	United Steelworkers of America (AFL-CIO/CLC) (production employees and general tradesmen)	1,220	Manufacturing
NEW BRUNSWICK			
New Brunswick Association of Nursing Homes Inc., province-wide	Cdn. Union of Public Employees (CLC) (health service non-professionals, office and clerical employees)	2,200	Services
QUEBEC			
Station Mont-Tremblant, Société en commandite, Mont-Tremblant	Fédération du commerce inc. (CNTU) (hotel or restaurant employees)	920	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO			
GO Transit, Toronto and Region	Amalgamated Transit Union (AFL-CIO/CLC) (bus drivers, service and maintenance employees)	700	Transportation
Great Atlantic and Pacific Company of Canada Limited, Toronto, Peel and Halton County	United Steelworkers of America (AFL-CIO/CLC) (grocery distribution centre employees and part-time employees)	500	Trade
Maple Lodge Farms Ltd., Norval	United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (production employees)	1,100	Manufacturing
Niagara Parks Commission, Niagara Falls	Ontario Public Service Employees Union (CLC) (recreational employees)	780	Public Administration
MANITOBA			
City of Winnipeg, Winnipeg	Winnipeg Assn. of Public Service Officers (Ind.) (administrative services and technical employees)	650	Public Administration
MULTIPROVINCE			
Canada Customs and Revenue Agency, Canada-wide	Public Service Alliance of Canada (CLC) (administrative and support employees)	39,080	Public Administration
	NOVEMBER 2000		
QUEBEC			
AMF Industries inc., (Division of GEC Alsthom), Montréal	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (general tradesmen)	500	Manufacturing
[1] McGill University, Montréal	McGill University Non-Academic Certified Assn. (Ind.) (building maintenance employees)	1,700	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO			
[1] Kodak Canada Inc., Toronto	Employees' Assn. of Kodak Canada (Ind.) (plant and maintenance employees)	620	Manufacturing
	DECEMBER 2000		
NOVA SCOTIA			
Government of Canada, Halifax	Various construction unions (ship maintenance employees)	770	Public Administration
Halifax Regional School Board, Halifax	Nova Scotia Teachers Union (Ind.) (elementary and secondary teachers)	4,200	Services
Halifax Shipyard Limited, Halifax	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (production employees)	600	Manufacturing
National Sea Products Limited, Lunenburg, North Sydney and Louisbourg	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (plant and maintenance employees)	500	Manufacturing
NEW BRUNSWICK			
Government of New Brunswick, province-wide	New Brunswick Public Employees Assn. (Ind.) (health and social care professionals)	550	Services
Government of New Brunswick, province-wide	New Brunswick Public Employees Assn. (Ind.) (para-medical technical employees)	1,070	Services
Government of New Brunswick, province-wide	New Brunswick Public Employees Assn. (Ind.) (administrative and support employees)	2,800	Services
QUEBEC			
City of Montreal, Montréal	Montreal Firefighters Assn. (Ind.) (firefighters)	1,560	Public Admiistration
DIFCO, tissus performance inc., (Usine de tissage Magog), Magog	Syndicat catholique des ouvriers du textile de Magog (Ind.) (production employees)	550	Maufacturing

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
QUEBEC (continued)			
MIL Davie inc., Lauzon	Fédération de la métallurgie (CNTU) (production employees)	500	Manufacturing
Montreal Urban Community, Montréal	Cdn. Union of Public Employees (CLC) (inside employees)	1,430	Public Administration
Québec-Téléphone, province-wide	Cdn. Union of Public Employees (CLC) (tradesmen, telephone operators, office and technicians employees)	990	Communications
Société des alcools du Québec, province-wide	Cdn. Union of Public Employees (CLC) (warehouse employees)	550	Trade
Sport Maska inc., Saint-Jean-sur-Richelieu	United Steelworkers of America (AFL-CIO/CLC) (plant and maintenance employees)	500	Manufacturing
The Construction Commission of Quebec, province-wide	Office and Professional Employees Intl. Union (AFL-CIO/CLC) (office, clerical and technical employees)	640	Public Administration
ONTARIO			
City of Ottawa, Ottawa	Cdn. Union of Public Employees (CLC) (inside and outside employees)	1,400	Public Administration
City of Thunder Bay, Thunder Bay	Cdn. Union of Public Employees (CLC) (inside and outside employees)	650	Public Administration
Diversicare I Limited Partnership, Toronto, Mississauga and Streetsville	Service Employees Intl. Union (AFL-CIO/CLC) (non-medical employees)	620	Services
Dufferin-Peel Catholic District School Board, Mississauga	Ontario English Catholic Teachers' Assn. (CLC) (occasional teachers)	560	Services
Durham District School Board, Whitby	Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers)	650	Services
Fabricated Steel Products Inc., (A Caradon, PCL Company), Windsor	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (plant and maintenance employees)	530	Manufacturing

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO (continued)			
Government of Ontario, province-wide	Professional Engineers and Architects of the Ontario Public Service (Ind.) (engineers)	500	Public Administration
Ontario Hydro, province-wide	Society of Ontario Hydro Professional and Administrative Employees (Ind.) (scientific and other professionals, administrative services employees)	5,570	Utilities
Rainbow District School Board, Sudbury	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	580	Services
Regional Municipality of Niagara, Niagara Region	Cdn. Union of Public Employees (CLC) (non-medical employees and nursing assistants)	720	Services
Regional Municipality of Ottawa-Carleton, Municipality of Ottawa-Carleton	Cdn. Union of Public Employees (CLC) (inside and outside employees)	3,100	Public Administration
Textile Rental Institute of Ontario, Toronto, Mississauga and Stoney Creek	United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (laundry and dry cleaners)	550	Services
Versa-Care Limited, Sarnia, Markham, Newmarket, Toronto, St. Catharines and Orillia	Christian Labour Assn. of Canada (Ind.) (non-medical employees)	650	Services
MANITOBA			
City of Winnipeg, Winnipeg	Winnipeg Police Assn. (Ind.) (police officers, office and clerical employees)	1,400	Public Administration
Garment Manufacturers Association of Western Canada, Winnipeg	Union of Needletrades, Industrial and Textile Employees (AFL-CIO/CLC) (production employees)	1,280	Manufacturing
SASKATCHEWAN			
City of Regina, Regina	Cdn. Union of Public Employees (CLC) (outside employees)	1,100	Public Administration

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
SASKATCHEWAN (continued)			
City of Saskatoon, Saskatoon	Cdn. Union of Public Employees (CLC) (inside and outside employees)	1,380	Public Administration
Saskatchewan Government Insurance, Regina	Office and Professional Employees Intl. Union (AFL-CIO/CLC) (office, clerical, service and maintenance employees)	1,390	Insurance
SaskPower, province-wide	Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (plant and maintenance employees)	1,150	Utilities
University of Regina and University of Saskatchewan, Regina and Saskatoon	Cdn. Union of Public Employees (CLC) (office, clerical, service and maintenance employees)	2,150	Services
ALBERTA			
Calgary Public Library Board, Calgary	Cdn. Union of Public Employees (CLC) (librarians, office and clerical employees)	500	Services
City of Calgary, Calgary	Cdn. Union of Public Employees (CLC) (outside employees)	2,000	Public Administration
Cargill Limited, Cargill Foods Division, High River	United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (plant and maintenance employees)	1,620	Manufacturing
TELUS, province-wide	Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (telephone operators)	3,530	Communications
TELUS, province-wide	Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (craft and service employees)	2,550	Communications

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
BRITISH COLUMBIA			
BC Rail Limited, province-wide	Cdn. Union of Transportation Employees (CCU), United Transportation Union (AFL-CIO/CLC), Transportation-Communications Intl. Union (AFL-CIO/CLC), Intl. Brotherhood of Teamsters (AFL-CIO/CLC), Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) and United Assn. of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC) (maintenance of way employees, locomotive engineers, hostlers, firemen, operating employees, dispatchers, office, clerical and shopcraft employees and general tradesmen) (7 agreements)	1,510	Transportation
BC Tel, province-wide	Telecommunications Workers Union (CLC) (telephone operators, office, clerical, plant and maintenance employees)	10,300	Communications
Board of School Trustees, District No. 39, Vancouver	Intl. Union of Operating Engineers (AFL-CIO/CLC) (building maintenance and stationary engineers)	840	Services
British Columbia Assessment Authority, province-wide	Cdn. Union of Public Employees (CLC) (technical employees)	590	Public Administration
British Columbia Terminal Elevator Operators' Association, Vancouver	British Columbia Government and Service Employees Union (CLC) (grain elevator employees)	750	Utilities
Capital Regional District, Victoria	Cdn. Union of Public Employees (CLC) (office, clerical, outside and recreational employees)	900	Public Administration
Hudson General Aviation Services Inc., Vancouver Airport and Vancouver International Airport	Intl. Assn. of Machinists and Aerospace Workers (AFL-CIO/CLC) (hourly-rated employees)	600	Transportation

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
BRITISH COLUMBIA (continued)			
J-Cat Holdings Ltd., Vancouver	British Columbia Government and Service Employees Union (CLC) (production employees)	610	Services
Loomis Courier Service, Division of Mayne Nickless Transport Inc.), province-wide	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (owner operators and hourly-rated employees)	830	Services
Pacific National Exhibition, Vancouver	Cdn. Union of Public Employees (CLC) (office, clerical, service and maintenance employees)	510	Services
MULTIPROVINCE			
AT&T Canada Long Distance Services Company, Canada-wide	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (telephone operators and technical employees)	720	Communications
Canadian Freightways Limited, province-wide, Alta, B.C., Man., Sask., and territory-wide, N.W.T. and Y.T.	Intl. Brotherhood of Teamsters (AFL-CIO/CLC) (truck drivers, mechanics and dockmen)	570	Transportation
Canadian National Railway Company, system-wide	Brotherhood of Maintenance Way Employees (AFL-CIO/CLC) (bridge and structure employees)	4,000	Transportation
Canadian National Railway Company, system-wide	Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (service and maintenance employees)	850	Transportation
Canadian National Railway Company, system-wide (excl. Nfld.)	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (office, clerical and shopcraft employees)	6,200	Transportation
Canadian National Railway Company, system-wide	United Transportation Union (AFL-CIO/CLC) and Intl. Brotherhood of Locomotive Engineers (AFL-CIO/CLC) (trainmen)	5,820	Transportation

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
MULTIPROVINCE (continued)			
Canadian Pacific Limited, system-wide	Brotherhood of Maintenance of Way Employees (AFL-CIO/CLC) (bridge and structure employees)	2,530	Transportation
Canadian Pacific Limited, system-wide	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (shopcraft employees)	2,830	Transportation
Canadian Pacific Limited and St. Lawrence and Hudson Railway, system-wide	Transportation-Communications Intl. Union (AFL-CIO/CLC) (non-operating employees)	1,440	Transportation
Via Rail Canada Inc., system-wide	Intl. Brotherhood of Locomotive Engineers (AFL-CIO/CLC) and United Transportation Union (AFL-CIO/CLC) (locomotive engineers)	500	Transportation
Via Rail Canada Inc., system-wide	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (non-operating employees, sleeping, dining and parlour car employees and shopcraft employees) (3 agreements)	2,030	Transportation

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http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm

Services - Community, Business and Personal Services

*SELECTED PROVISIONS IN MAJOR COLLECTIVE AGREEMENTS**

Maternity, Adoption and Extended Parental Leaves in Major Collective Agreements by Jurisdiction in Canada in January 1998

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Introduction

This article is the second in a series of articles dealing with provisions which help workers balance their work and family responsibilities and outlines the incidence of maternity, adoption and extended parental leave provisions in major collective agreements in Canada, in force in January 1998.

Firstly, we will provide an overview of the current legislative context[1] with regards to the length and eligibility requirements and, secondly, we will provide an overview of the duration and employment insurance supplement provided for in the major collective agreements in 1998, by jurisdiction.[2] We will, in effect, be studying the provisions for maternity and adoption leaves, more specifically with regards to duration of the leave and employment insurance supplement, that is, the supplement paid by the employer to the employee in order to top up the employment insurance benefits. We will also look at the provision for extended parental leave taken by either of the parents but requiring the return to work of the mother after her maternity or adoption leave. In this instance, our analysis only involves the remuneration aspect.

It is important to remember that the current national employment insurance system of the Government of Canada[3] provides for 15 weeks of benefits for maternity leave and 10 weeks for parental leave for a total of 25 weeks. Biological and adoptive parents are entitled to parental leave which may be shared between both parents. Currently, one must have accumulated 700 hours of insurable employment in order to be eligible for maternity or parental leave. The Government of Canada proposes to reduce this requirement for eligibility to 600 hours of insurable employment for parents whose child is born or adopted on or after December 31, 2000. Furthermore, according to the current system, when the parents share the parental leave, each is subject to a two-week waiting period, that is a period of time during which no benefits are received. The Government of Canada proposes that only one such waiting period be required when the parents elect to share the parental leave.

The rate of employment insurance benefits provided by the Government of Canada's employment insurance program is 55 per cent of the average weekly insurable earnings to a maximum of $413.00 per week.

Therefore, in the application of the provisions for maternity, adoption and parental leaves that exist in collective agreements, we must consider the national employment insurance program that complements these provisions.

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* Major collective agreements are those covering 500 or more workers under provincial jurisdiction and 200 or more workers under federal jurisdiction.

[1] The information is drawn from "Employment Standards Legislation in Canada." For further information on family-related leave, please visit the Web site of the Labour Program at: http://travail.hrdc-drhc.gc.ca/ then select "Strategic Policy and International Labour Affairs", and click on: "Employment Standards Legislation In Canada"

[2] The three territories and the province of Prince Edward Island is not analysed in this article, given the limited number of collective agreements in force during the period covered. For further information on family-related leave, please visit the Web site of the Labour Program at: http://travail.hrdc-drhc.gc.ca/ then select "Strategic Policy and International Labour Affairs", and click on: "Employment Standards Legislation In Canada"

[3] The information is drawn from "Employment Insurance". For further information on the current canadian employment insurance program of the Government of Canada, please visit the Web site "Employment Insurance" at: http://www.hrdc-drhc.gc.ca/ei/

FEDERAL

Under the Canadian constitution, labour legislation is primarily a provincial responsibility. The federal government, however, administers labour affairs in the following industries.[4]

1) industries of an extra-provincial or international character, such as railways, bus operations, trucking, pipelines, ferries, tunnels, bridges, canals as well as shipping and related services (e.g. longshoring);

2) air transport, aircraft and airports;

3) telecommunications, such as radio and television broadcasting as well as telephone and cable systems;

4) banks;

5) works that have been declared by Parliament to be for the general advantage of Canada or of two or more provinces, such as grain elevators and uranium mining and processing; and

6) certain Federal Crown Corporations.

Current Legislative Context

Legislation — *Canada Labour Code*

Period of Leave	Requirements
Maternity Leave: An employee is entitled to a leave of absence of up to **17 weeks of unpaid leave** commencing no earlier than 11 weeks before the expected date of birth and ending no later than 17 weeks following the actual date of birth. s. 206 **Parental Leave:** A leave of absence of up to **24 weeks** is available to an employee who has or will have the actual care and custody of a new-born child or **who adopts a child**. The leave may be shared by two employees in such a way that the aggregate period of leave does not total more than 24 weeks. s. 206.1(1)(a), (2) Parental leave must be taken within the 52 weeks following the birth of the child, or the day on which the child comes into the employee's care. s. 206.1(1)(a)	**Maternity and Parental Leaves:** Leave is available to an employee who has completed six consecutive months of continuous employment. The employee must give at least four weeks notice before the commencement of the leave and inform the employer in writing of the length of leave intended to be taken. A medical certificate is required in the case of maternity leave. ss. 206, 206.1, 207

[4] The information is drawn from "Industrial Relations Legislation in Canada." For further information industrial relations legislation in Canada, please visit the Web site "Industrial Relations Legislation in Canada" at: http://labour.hrdc-drhc.gc.ca/policy/cb-p/tm-irl.html

Provisions

The universe of major collective agreements for the federal jurisdiction in 1998 includes 195 collective agreements, covering 307,287 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
1 to 16 weeks	-	-	0.5	1.0
17 weeks	47.0	33.3	7.3	4.6
18 to 25 weeks	6.9	7.2	42.6	25.6
26 weeks	9.0	10.8	11.9	12.8
27 to 51 weeks	5.1	3.6	0.7	2.6
1 year	0.6	2.1	0.2	1.0
Length not specified	11.5	7.7	8.4	5.1
No provision	19.9	35.4	28.5	47.2

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

Under the provision dealing with maternity leave with employment insurance supplement, a financial supplement is paid by the employer to the employee to complement the employment insurance benefits. In major collective agreements in 1998, the employees received between 70 per cent and 100 per cent of their weekly income for a period varying from 2 to 27 weeks. The greatest proportion of employees in 1998 (29.1%) were eligible for 17 weeks leave with an employment insurance supplement representing 93 per cent of their weekly income. However, 37.3 per cent of employees were not covered by such a provision during their maternity leave.

On the other hand, with regards to paid adoption leave with employment insurance supplement, the situation was similar in 1998. In fact, the employees were eligible for an allocation of 70 per cent to 100 per cent of their weekly salary for a period of 2 to 24 weeks. The greatest proportion of employees (24.5%) were eligible for 12 weeks with an employment insurance complement equivalent to 93 per cent of weekly earnings. Finally, a large proportion of employees (67.5%) in 1998 had no access to such benefits.

Extended Parental Leave Provision

In the collective agreements in force in 1998, there were provisions for extended parental leave which may be taken by either parent but require the mother's return to work after the maternity or adoption leave. Our statistical data only includes information on the amount of remuneration for that leave. Thus, in 1998, in the major collective agreements, this leave was granted without compensation by the employer.

ALBERTA

Current Legislative Context

Legislation — *Employment Standards Code*

Period of Leave	Requirements
Maternity Leave: The pregnant employee is entitled to **18 weeks of unpaid leave**, commencing at any time during the 12 weeks immediately before the estimated date of birth, plus, if the actual date of delivery follows the estimated date of delivery, the time between the two dates. Post-natal leave must last at least six weeks unless a shorter period is agreed upon by the employer and the employee. Leave may be extended by up to three weeks if, after the date of delivery, the medical condition of the mother or child, as indicated in a medical certificate, prevents the employee from returning to work. s. 46(1),(2)	**Maternity Leave:** The employee must be employed by an employer for at least 12 consecutive months. The employee must give two weeks' written notice of the start of maternity leave. The employee must provide a medical certificate if required by the employer. ss. 45, 47
Adoption Leave: Either parent is entitled to not more than **eight weeks unpaid leave** when adopting a child under the age of three; the leave is to start on the date the adoptive parent first obtains custody of the child. s. 50(1),(2)	**Adoption Leave:** The employee must be employed by the employer for at least 12 consecutive months. The employee must give two weeks written notice of the expected custody of the child, or give notice as soon as possible after receiving notice of adoption. s.50(2),(3) An employer is not required to grant adoption leave to more than one parent of an adoptive child. s. 50(4)

Provisions

The universe of major collective agreements for Alberta in 1998 includes 85 collective agreements, covering 150,725 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
1 to 16 weeks	1.3	1.2	5.0	4.7
17 weeks	0.3	1.2	0.5	1.2
18 to 25 weeks	8.5	9.4	2.1	1.2
26 weeks	37.3	30.6	43.5	40.0
27 to 51 weeks	14.0	15.3	8.2	7.1
1 year	2.0	4.7	3.5	5.9
Length not specified	1.9	3.5	1.4	2.4
No provision	34.5	34.1	35.8	37.6

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In 1998, with regards to the provision dealing with maternity leave with employment insurance supplement, a very large proportion of employees (78.6%) were not covered by such provisions during maternity leave. Only 5.4 per cent of employees received between 93 per cent and 100 per cent of their weekly salaries for a period of 7 to 18 weeks.

On the other hand, with regards to paid adoption leave with employment insurance supplement, only 2.7 per cent of employees received 95 per cent of their salaries for a period of 10 to 18 weeks. The majority of employees, 97.3 per cent, were not covered by this provision.

Extended Parental Leave Provision

With respect to the extended parental leave found in the collective agreements in effect in 1998, this leave was not covered by the employer.

BRITISH COLUMBIA

Current Legislative Context

Legislation — *Employment Standards Act*

Period of Leave	Requirements
Maternity Leave: The pregnant employee is entitled to **18 consecutive weeks of unpaid leave**, commencing no earlier than 11 weeks before the expected birth date. The post-natal portion of the leave ends not less than six weeks after birth, unless a shorter period is requested in writing at least one week before returning to work; the employer may require a medical certificate. The unpaid leave may be extended for six consecutive weeks if the employee is unable to return to work for reasons related to the birth or the termination of the pregnancy. s. 50(1),(2),(3),(5)	**Maternity Leave:** The employee must give the employer a written request for the leave four weeks prior to anticipated date of leave. The request must be accompanied by a medical certificate if required by the employer. s. 50(4)
Parental Leave: The employee is entitled to **12 consecutive weeks of unpaid leave**, available to each parent, whether natural or **adoptive**. A natural mother must start the leave immediately following pregnancy leave unless the employer agrees otherwise. A natural father or an adoptive parent must take the leave within 52 weeks following the birth or the adoption of the child, as appropriate. s. 51(1) Parental leave may be extended by up to five additional weeks when a child suffers from a physical, psychological or emotional condition requiring additional parental care. s. 51(2) The combined period of pregnancy and parental leave for one employee cannot exceed 32 weeks not counting the possible six weeks maternity leave extension when the mother is unable to return to work, or the five weeks adoption leave extension when a child's condition requires additional parental care. s. 51(4)	**Parental Leave:** The employee must give the employer a written request at least four weeks prior to anticipated date of leave. If required by the employer, the request must be accompanied by a medical certificate or other evidence of the employee's entitlement to leave. s. 51(3)

Provisions

The universe of major collective agreements for British Columbia in 1998 includes 106 collective agreements, covering 312,662 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
1 to 16 weeks	-	-	26.1	25.5
17 weeks	13.3	8.5	12.8	6.6
18 to 25 weeks	20.9	45.3	3.6	8.5
26 weeks	3.6	7.5	3.6	4.7
27 to 51 weeks	10.7	4.7	8.8	1.9
1 year	1.7	3.8	1.1	2.8
More than 1 year	13.4	0.9	-	-
Length not specified	5.6	2.8	0.4	1.9
No provision	30.8	26.4	43.7	48.1

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

With regards to maternity leave with employment insurance supplement, employees received between 60 per cent and 100 per cent of the weekly salaries for a period varying from 13 to 18 weeks. In 1998, a large proportion of employees (13.4%) could receive benefits for 17 weeks with an employment insurance supplement covering 70 per cent of the salary. However, a substantial number of employees were not covered by this type of provision.

With regards to paid adoption leave with employment insurance supplement, most employees (95.5%) did not have access to such benefits.

Extended Parental Leave Provision

With regards to extended parental leave benefits found in collective agreements in force in 1998, 68.4 per cent of employees did not have access to any provision of this type, while 30.4 per cent of employees received unpaid leave from the employer.

MANITOBA

Current Legislative Context

Legislation — *Employment Standards Code*

Period of Leave	Requirements
Maternity Leave: An employee is entitled to **17 weeks of leave**, plus, if the date of delivery is after the estimated date of delivery, the period of time between the two dates. The leave is to start not earlier than 17 weeks before the estimated date of delivery and to end not later than 17 weeks after the date of delivery. s. 54(1),(2)	**Maternity Leave:** An employee must be employed by the same employer for at least 12 consecutive months. The employee must provide the employer not less than four weeks' written notice of the start of the leave, and must provide a medical certificate. ss. 53, 54(3)(a),(b)
Parental Leave: An employee **who adopts a child** or becomes the natural parent of a child, **is entitled to a leave of 17 weeks**, available to each parent, commencing no later than the first anniversary date of the birth or adoption of the child or of the date on which the child comes into the actual care and custody of the parent. When an employee takes parental leave in addition to maternity leave, both leaves must be taken in one continuous period, unless the employee and employer otherwise agree or a collective agreement provides otherwise. ss. 58(1),(3), 59	**Parental Leave:** An employee must be employed by the employer for at least 12 consecutive months. He/she employee must give at least four weeks written notice before the intended commencement of leave. s. 58(1)(a),(b)

Provisions

The universe of major collective agreements for Manitoba in 1998 includes 53 collective agreements, covering 94,454 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
17 weeks	66.1	67.9	51.5	60.4
18 to 25 weeks	9.1	7.5	-	-
26 weeks	-	-	1.6	3.8
27 to 51 weeks	3.5	7.5	-	-
1 year	0.9	1.9	16.7	7.5
Length not specified	-	-	0.9	1.9
No provision	20.4	15.1	29.4	26.4

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In major collective agreements in 1998, 37.1 per cent of employees received an employment insurance supplement from 93 per cent to 100 per cent of their weekly salaries for a period of 2 to 17 weeks. In 1998, the greater proportion of employees (32.5%) were eligible for 17 weeks of benefits with an employment insurance supplement covering 93 per cent of the weekly income. Finally, 53.9 per cent of employees had no access to such benefits.

With regards to paid adoption leave with an employment insurance supplement, a minute number of employees (3.4%) were eligible for a supplement of 95 per cent of the weekly revenues for a period of 12 to 17 weeks. A large proportion of employees (96.6%), were not covered by such provisions.

Extended Parental Leave Provision

In 1998, 86.5 per cent of employees did not have access to this type of benefit and 11.3 per cent were granted unpaid leave by the employer.

NEW BRUNSWICK

Current Legislative Context

Legislation — *Employment Standards Act*

Period of Leave	Requirements
Maternity Leave: An employer must grant a pregnant employee a **17 week unpaid leave** to start at any time during the period 11 weeks before the expected date of delivery and the actual date of delivery. The period of leave must include the expected date of delivery. ss. 43(1),(3)	**Maternity Leave:** The employee must request the leave and provide a medical certificate stating the expected date of delivery. The employee must, four months before the projected date of delivery, advise the employer of her intent to take leave and give two weeks notice of the start of the leave. s. 43(1),(2)
Childcare Leave: An employer must grant the natural or **adoptive** parent of a child an **unpaid leave of 12 consecutive weeks**. The leave may be taken wholly by one of the parents or be shared between them. s. 44.02(2),(12) In the case of an employee who has taken maternity leave, childcare leave starts immediately after maternity leave unless the employer and employee agree otherwise. s. 44.02(10) A natural or adoptive parent must take the leave within 52 weeks following the date on which the newborn or adopted child came into the care and custody of the employee. s. 44.02(8) The employee is entitled up to five additional consecutive weeks of unpaid childcare leave where a doctor or the Minister of Health and Community Services (in the case of adoption) certifies that a newborn or adopted child, aged six months or more, suffers from a physical, psychological or emotional condition and requires parental care. s. 44.02(5)(6)	**Childcare Leave:** In the case of a natural parent, the employee must give four weeks' written notice of the start of the leave, and a medical certificate with the date of the actual or anticipated birth. In the case of an adoptive parent, the employee must give four months' notice of intent to take the leave, provide proof of actual or expected placement, and notify the employer of the start date and duration of leave. s. 44.02(3),(4)

Provisions

The universe of major collective agreements for New Brunswick in 1998 includes 30 collective agreements, covering 46,788 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
1 to 16 weeks	12.8	3.3	49.5	26.7
17 weeks	23.4	26.7	8.8	13.3
18 to 25 weeks	30.0	16.7	-	-
26 weeks	5.0	3.3	-	-
27 to 51 weeks	6.1	6.7	-	-
Length not specified	-	-	4.7	3.3
No provision	22.8	43.3	36.9	56.7

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

It is of interest to note that, in 1998, 37.4 per cent of employees were allowed to use accumulated sick leave at the beginning of their maternity leave to compensate for the two weeks waiting period in receiving employment insurance. Furthermore, 24.3 per cent of employees were eligible for paid maternity leave for periods varying from 6 to 17 weeks with an employment insurance supplement covering 75 per cent to 100 per cent of the revenues. On the other hand, 28.8 per cent of employees were not covered by this type of provision.

With regards to adoption leave, only 18.7 per cent of employees were eligible for leave of 2 to 17 weeks with an employment insurance supplement covering 93 per cent to 100 per cent of the revenues. Finally, a large proportion of employees (81.2%) had no access to such benefits.

Extended Parental Leave Provision

In 1998, only 2.3 per cent of employees were eligible for unpaid leave from the employer. Almost all employees (97.7%) had no such provisions in their collective agreements.

NOVA SCOTIA

Current Legislative Context

Legislation — *Labour Standards Code and Regulation*

Period of Leave	Requirements
Maternity Leave: A pregnant employee is entitled to an unpaid leave of up to **17 weeks** to commence not sooner than 16 weeks preceding the expected date of delivery, but beginning not later than the date of delivery. Leave ends not sooner than one week after delivery, and not later than 17 weeks after the pregnancy leave began, as determined by the employee. s. 59(1),(2),(3)	**Maternity Leave:** An employee must have been employed by her employer for at least one year. The employee must give the employer four weeks' notice of the date she will begin the leave, and, where the employer so requests, a medical certificate stating the expected date of delivery. ss. 59(1); 59D(1)(a)
Parental Leave: An employee who becomes a parent through the birth or placement of one or more children is entitled to an unpaid leave of up to **17 weeks**. The parental leave of an employee who has taken pregnancy leave, must begin when that leave ends, unless the child has not arrived in the employee's home during the pregnancy leave. In other cases, the leave starts from birth or after, or the date of the child or children first arriviving in the employee's home. Leave ends not later than 17 weeks after it began, or 52 weeks after the child or children first arrive in the employee's home, whichever is earlier. s. 59B(1),(2),(3)	**Parental Leave:** An employee must have been employed by an employer for at least one year. Where pregnancy leave is not taken or the child does not arrive in the employee's home during the pregnancy leave, the employee must give the employer four weeks' notice of the start of parental leave. ss. 59B(1); 59D(1)(a)

Provisions

The universe of major collective agreements for Nova Scotia in 1998 includes 25 collective agreements, covering 43,602 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
1 to 16 weeks	-	-	27.9	16.0
17 weeks	44.5	36.0	10.9	12.0
18 to 25 weeks	1.4	4.0	3.9	8.0
Length not specified	3.0	8.0	-	-
No provision	51.1	52.0	57.3	64.0

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

The major collective agreements in Nova Scotia reveal an interesting phenomenon. In fact, the employment insurance supplement available to the employee during maternity leave varied from 93 per cent to 95 per cent of the weekly revenues for a period of 17 weeks. Furthermore, 27.9 per cent of employees were covered by this type of provision. However, we note that 72.1 per cent of employees were still not covered by this provision.

The situation is somewhat different for adoption leave. In fact, the employee who adopted a child was eligible for leave for a period varying from 7 to 12 weeks with employment insurance supplement covering 93 per cent to 95 per cent of weekly revenues. In 1998, 73.6 per cent of employees did not have access to such benefits.

Extended Parental Leave Provision

In 1998, only one collective agreement provided unpaid leave to 22.9 per cent of employees while 77.1 per cent of employees received no such benefits.

ONTARIO

Current Legislative Context

Legislation — *Employment Standards Act* and *Employment Standards Regulations*

Period of Leave	Requirements
Maternity Leave: A pregnant employee is entitled to **17 weeks of unpaid leave**, commencing no earlier than 17 weeks before the estimated date of birth. If parental is available, pregnancy leave ends 17 weeks after it started. If parental leave is not available, pregnancy leave ends 17 weeks after it started or six weeks after birth, whichever is later. ss. 35(2), 37(1),(2)	**Maternity Leave:** A pregnant employee is entitled to pregnancy leave if she started employment with an employer at least 13 weeks before the expected date of birth. The employee must give two weeks' written notice of the date the leave is to begin, and provide a medical certificate. s. 35(1),(3)
Parental Leave: An employee is entitled to **18 weeks of unpaid leave**. The leave, which is available to each parent, whether natural or **adoptive** must begin within 35 weeks after the birth of the child or after the child comes into care, custody and control of the parent for the first time. The parental leave of an employee who takes pregnancy leave must begin when the pregnancy leave ends unless the child has not yet come into the care, custody and control of parent for the first time. ss. 38(2),(3), 40	**Parental Leave:** An employee is entitled to parental leave if the employee has been employed by his/her employer for at least 13 weeks. The employer must give at least two weeks' written notice of the date the leave is to begin. s. 38(1),(4)

Provisions

The universe of major collective agreements for Ontario in 1998 includes 322 collective agreements, covering 612,413 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
1 to 16 weeks	-	-	3.6	3.1
17 weeks	53.7	50.6	6.7	6.5
18 to 25 weeks	0.7	1.6	44.0	37.3
26 weeks	3.3	5.0	2.0	4.0
27 to 51 weeks	0.9	1.9	0.7	1.2
1 year	2.2	1.6	2.0	0.9
More than 1 year	-	-	0.1	0.3
Length not specified	4.4	4.7	3.1	3.1
No provision	34.9	34.8	37.9	43.5

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In 1998, the major collective agreements provided pregnant employees with 2 to 39 weeks of maternity leave with an employment insurance supplement covering from 60 per cent to 100 per cent of their salaries. The greater proportion of employees (22.6%) were eligible for 17 weeks of benefits with an employment insurance supplement covering 93 per cent of their salaries. Finally, we note that 45.6 per cent of pregnant employees were not covered by this type of provision.

On the other hand, with regards to adoption leave, the employee was eligible for a leave of 2 to 26 weeks with an employment insurance supplement covering 60 per cent to 100 per cent of their weekly salaries. The greater proportion of employees (14.2%) were eligible for a maximum adoption leave of 12 weeks with employment insurance supplement covering 93 per cent of their weekly revenues. The majority of employees (53.9%) were not covered by this type of provision.

Extended Parental Leave Provision

In collective agreements in Ontario in 1998, we note that 3.2 per cent of employees were eligible for parental leave but it was unpaid leave. The majority of employees (96.5%) were not covered by this type of provision.

QUÉBEC

Current Legislative Context

Legislation — *An Act Respecting Labour Standards* and *Regulation Respecting Labour Standards*

Period of Leave	Requirements
Maternity Leave: A pregnant employee is entitled to **18 weeks of unpaid** continuous leave, commencing at any time from the 16th week before the expected date of birth, plus, if the delivery takes place after the expected date, the period of time between the two dates unless there already are at least two weeks of maternity leave after delivery. A further extension of up to six weeks is available if the health of the mother or child so requires. ss. 81.4, 81.5 of the Act; ss. 17, 18, 23 of the Regulation **Parental Leave:** The father and mother of a newborn child, or a person who **adopts** a child, are entitled to **not more than 52 weeks** of parental leave **without pay**. Parental leave may not start before the day the child is born, or the day the adopted child is entrusted to the employee, and ends not later than 70 weeks after those days. Leave may also begin from the day the employee leaves work to go to a place outside Quebec in order that a child be entrusted the parent. Parental leave does not apply to an employee who adopts the child of the employee's consort. ss. 81.10, 81.11	**Maternity Leave:** The employee must give written notice of not less than three weeks indicating the date of the intended beginning of the leave and the date of return to work; the employee must have been in the service of the employer the day preceding the three weeks notice; also, a medical certificate or where applicable, a written report signed by a midwife, must be sent along with the notice. s. 81.6 ss. 15, 24 of the Regulation To benefit from the six weeks extension on account of the health of mother or child, the employee must send her employer a notice and a medical certificate before the end of the maternity leave. s. 23 of the Regulation **Parental Leave:** An employee must give notice of not less than three weeks, stating the date of the start of the leave and the date of return to work. s. 81.12

Provisions

The universe of collective agreements for Quebec in 1998 includes193 collective agreements, covering 556,435 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
1 to 16 weeks	-	-	63.6	43.5
17 weeks	0.4	1.0	-	-
18 to 25 weeks	84.2	67.9	3.9	5.2
26 weeks	0.4	2.1	-	-
27 to 51 weeks	2.1	4.1	11.2	11.4
1 year	0.4	2.1	0.6	2.1
More than 1 year	0.6	1.6	1.0	2.1
Length not specified	0.6	1.0	-	-
No provision	11.3	20.2	19.7	35.8

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

In 1998, maternity leave with an employment insurance supplement varied from 2 to 21 weeks with employment insurance supplement between 60 per cent and 100 per cent of the weekly income. The majority of employees (57.9%) were eligible for 20 weeks of leave with an employment insurance supplement covering 93 per cent of their revenues. Finally, in 1998, 28.9 per cent of employees were not covered by such provisions.

As for adoption leave, the duration could vary from 8 to 20 weeks with an employment insurance supplement allowing the employee to receive between 65 per cent and 100 per cent of their weekly salaries. The majority of employees (62.5%) were eligible for 10 weeks of leave with an employment insurance supplement covering their full revenues, that is 100 per cent. In 1998, nearly a third of employees (33.1%) did not have access to these benefits.

Extended Parental Leave Provision

In 1998, with regards to extended parental leave, 52.2 per cent of employees were covered by this provision and were eligible for unpaid leave from the employer. A large proportion of employees (47.8%) were not covered by this type of provision.

SASKATCHEWAN

Current Legislative Context

Legislation — *Labour Standards Act*

Period of Leave	Requirements
Maternity Leave: An employee is entitled to **18 weeks of unpaid leave**, commencing at any time within 12 weeks of the estimated date of birth. Where the actual date of birth is later than the estimated date of birth, the employee is entitled to not less than six weeks leave after the actual date of birth. The employee who is unable, for medical reasons, to return to work and who provides a medical certificate, is entitled to a further period of leave not exceeding six weeks. ss. 23(3),(6), 24	**Maternity Leave:** The employee must be currently employed and have been in the employment of an employer for a total of at least 20 weeks in the 52 weeks preceding the leave. The employee must submit a written application at least four weeks before the commencement of the leave. The employee must also provide a medical certificate. s. 23(1)
Parental Leave: An employee is entitled to 12 consecutive weeks of unpaid leave to be taken in any combination during the month before or during the eight months after the estimated date of birth, or the day on which the child comes into employee's care. An employee who takes both maternity leave and parental leave must take the two leaves consecutively. s. 29.1(2),(5)	**Parental Leave:** The employee must be currently employed and have been in the employment of the employer for a total of at least 20 weeks in the 52 weeks preceding the leave. The employee must submit a written application at least four weeks before the commencement of the leave. If the employee is on maternity leave, the notice must be submitted four weeks prior to the scheduled date of return to work. s. 29.1(1)
Adoption Leave: An employee is entitled to a period of **not more than 18 weeks of unpaid leave** commencing on the day the child becomes available for adoption. s. 29.2(2)	**Adoption Leave:** The employee must be currently employed and have been in the employment of the employer for a total of at least 20 weeks in the 52 weeks preceding the leave. The employee must submit a written application at least four weeks before the day the child comes into the employee's care. The employee must be the primary caregiver of the adopted child during the leave. s. 29.2 (1)

Provisions

The universe of major collective agreements for Saskatchewan in 1998 includes 27 collective agreements, covering 54,501 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
17 weeks	-	-	5.2	11.1
18 to 25 weeks	7.3	14.8	10.8	11.1
26 weeks	12.0	25.9	26.1	18.5
27 to 51 weeks	11.7	11.1	5.0	7.4
1 year	45.2	40.7	22.0	25.9
No provision	23.9	7.4	30.9	25.9

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

The major collective agreements in Saskatchewan offered their employees the possibility of maternity leave with an employment insurance supplement covering 95 per cent to 100 per cent of their weekly salaries for a period of 12 to 17 weeks. The greater proportion of employees (23.7%) were eligible for 17 weeks with an employment insurance supplement covering 95 per cent of their salaries. However, the majority of employees (61.7%) did not have access to such provisions.

Adoption leave reveals a different picture. In fact, 2.8 per cent of employees were eligible for leave from 12 to 17 weeks with an employment insurance supplement covering 95 per cent to 100 per cent of their weekly salaries, while 97.2 per cent of employees could not avail themselves of such benefits.

Extended Parental Leave Provision

In 1998, 86.6 per cent of employees did not have access to this type of provision. However, 13.4 per cent of employees could take unpaid parental leave.

NEWFOUNDLAND

Current Legislative Context

Legislation — *Labour Standards Act*

Period of Leave	Requirements
Maternity Leave: The pregnancy leave of an employee who is entitled to take parental leave is a **17 week unpaid leave** commencing not earlier than 17 weeks before the expected date of birth, and ending 17 weeks after it started. ss. 40(2), 42(1) The pregnancy leave of an employee who is <u>not</u> entitled to take parental leave ends 17 weeks after it began, or six weeks after birth, whichever is later. ss. 40(2), 42(2) **Adoption Leave:** An employee is entitled to **17 weeks of unpaid leave**, available to each parent, following the coming of the child into the care and custody of the parent for the first time. Adoption leave ends 17 weeks after it began. ss. 43(1), 43.2 **Parental Leave:** An employee is entitled to 12 weeks of unpaid Leave, available to each parent. Parental leave may begin not later than 35 weeks after the child is born or comes into the care and custody of the parent for the 1st time; it ends 12 weeks after it began. In the case of an employee who has taken pregnancy leave, parental leave begins when pregnancy leave ends unless the child has not yet come into the care and custody of the parent. ss. 43.3(1),(2),(3), 43.5	**Maternity Leave:** A pregnant employee must have been employed under a contract of service with the same employer for 20 consecutive weeks "immediately before the expected birth date"; the employee must give at least two weeks written notice of the date the leave is to begin, and provide a medical certificate. Ss. 40(1),(3), 41 **Adoption and Parental Leave:** The employee must have been employed under a contract of service with the employer for at least 20 consecutive weeks. The employee must give at least two weeks written notice of the date the leave is to begin. ss. 43(1),(2), 43.3(1),(4) NOTE: An employee on pregnancy leave who does not intend to take parental leave must notify the employer not less than four weeks before the employee intends to return to work. s. 42(4)

Provisions

The universe of major collective agreements for Newfoundland in 1998 includes 19 collective agreements, covering 35,410 employees.

Maximum Duration of Maternity or Adoption Leave, Paid or Unpaid, under Normal Circumstances, in January 1998

Maximum Leave Duration	Maternity Leave		Adoption Leave	
	% of Workers	% of Collective Agreements	% of Workers	% of Collective Agreements
17 weeks	9.3	26.3	1.7	5.3
27 to 51 weeks	84.0	57.9	75.6	52.6
Length not specified	4.2	10.5	-	-
No provision	2.4	5.3	22.7	42.1

Provisions for Paid Maternity or Adoption Leave with an Employment Insurance Supplement

It is interesting to note the absence of major collective agreements in 1998 that had provisions for an employment insurance supplement for either maternity or adoption leave.

Extended Parental Leave Provision

In 1998, 14.0 per cent of employees could avail themselves of this unpaid leave, while 81.8 per cent did not have access to such provisions.

Conclusion

In general, we have concluded that the universe of collective agreements has adapted to the Canadian employment standards legislation. It will be further interesting to assess the impact that the initiatives aimed at extending parental leave benefits announced in the Speech from the Throne of October 12, 1999, will have on collective agreements. These measures include the Government of Canada's commitment towards an increase in parental leave to 35 weeks which is over and above the 15 weeks of maternity benefits and 10 weeks of parental leave currently available to Canadian families through the employment insurance program. These changes will be introduced in order to afford parents with young children greater flexibility in reconciling their work and family responsibilities.

For further information on:

family-related leave,
please visit the Web site of the Labour Program at:
http://travail.hrdc-drhc.gc.ca/
then select "Strategic Policy and International Labour Affairs",
and click on: "Employment Standards Legislation In Canada";

current Canadian Employment Insurance Program of the Government of Canada,
please visit the Web site "Employment Insurance" at:
http://www.hrdc-drhc.gc.ca/ei/

industrial relations legislation in Canada,
please visit the Web site "Industrial Relations Legislation in Canada" at:
http://labour.hrdc-drhc.gc.ca/policy/cb-p/tm-irl.html

WORK STOPPAGES – SECOND QUARTER 2000 AND CHRONOLOGICAL PERSPECTIVE*

Work Stoppages, Labour Organizations and Collective Agreement Analysis Section
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Summary

- Time not worked as a result of strikes and lockouts during the first six months of 2000 amounted to 783,336 person-days. This total is lower than the 1990-1999 first six months average of 1,216,110 person-days lost
- The number of workers involved in labour disputes during the first six months of 2000 totalled 92,615 which is less than the 1990-1999 first six months average of 93,992
- There were 228 work stoppages during the first six months of 2000, compared with the 1990-1999 first six months average of 235 stoppages
- The value of 8,5 person-days not worked per worker involved in disputes is significantly lower than the previous ten year average of 14,4 days

Table A

Work Stoppages by Jurisdiction – 2000

Jurisdiction	Ongoing during the Second Quarter			Cumulative to June 30, 2000		
	Stoppages	Workers Involved	Person-Days Not Worked	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland	5	1,394	9,240	9	2,069	15,350
Prince Edward Island	-	-	-	-	-	-
Nova Scotia	1	9	15	4	224	9,135
New Brunswick	2	460	1,980	2	460	9,020
Quebec	35	4,450	45,600	85	6,865	167,855
Ontario	52	28,470	175,900	79	31,270	285,120
Manitoba	3	499	9,830	4	206	16,702
Saskatchewan	-	-	-	2	208	6,920
Alberta	4	7,394	19,228	6	7,616	47,518
British Columbia	10	12,423	53,898	29	39,267	152,526
More Than One Province	1	168	2,440	1	84	2,440
Total Provinces	**113**	**55,267**	**318,131**	**221**	**88,269**	**712,586**
Canada Labour Code - Part I	4	2,788	31,640	7	4,346	70,750
Federal Administration	-	-	-	-	-	-
Federal Total	**4**	**2,788**	**31,640**	**7**	**4,346**	**70,750**
Total	**117**	**58,055**	**349,771**	**228**	**92,615**	**783,336**

Source: Workplace Information Directorate

* Involving one or more employees.

- Three major work stoppages with the City of Toronto involved 16,500 members of the Canadian Union of Public Employees during the first six months of 2000 accounting for approximately 11 per cent of the total person-days not worked

- A strike with the British Columbia Public School Employers Association and the Canadian Union of Public Employees involving 12,920 employees accounted for approximately 8.0 per cent of the person-days not worked during the first six months of the year 2000

- Another strike in British Columbia involving 11,630 Industrial Wood and Allied Workers and Forest Industrial Relations accounted for 46,510 person-days not worked

Table B

Work Stoppages by Industry – 2000

Industries	Ongoing during the Second Quarter			Cumulative to June 30, 2000		
	Stoppages	Workers Involved	Person-Days Not Worked	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	5	12,739	53,505	10	14,805	85,785
Manufacturing	51	12,760	111,694	88	12,769	232,726
Construction	3	480	5,390	3	265	5,390
Transportation, Communication and Other Utilities	7	1,272	19,220	18	3,897	53,672
Trade and Finance	16	1,365	19,230	31	1,494	48,100
Community, Business and Personal Services	25	12,229	58,542	63	42,206	247,063
Public Administration	10	17,210	82,190	15	17,179	110,600
Various Industries	-	-	-	-	-	-
Total	**117**	**58,055**	**349,771**	**228**	**92,615**	**783,336**

Source: Workplace Information Directorate

Table C

Work Stoppages – A Chronological Perspective

Period	Number beginning year or month	in existence during year or month*			
		Total Number	Workers involved	Person-days not worked	% of Estimated working time
1990	519	579	270,471	5,079,190	0.17
1991	399	463	253,334	2,516,090	0.09
1992	353	404	149,940	2,110,180	0.07
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,061	0.05
1996	297	330	281,816	3,351,820	0.11
1997	229	284	257,664	3,610,206	0.12
1998	341	381	244,402	2,443,876	0.08
1999	358	413	158,612	2,445,741	0.08
2000	170	228	92,615	783,336	0.05
1999					
June	41	108	17,862	193,260	0.07
July	27	99	21,024	301,245	0.11
August	27	94	11,884	176,835	0.07
September	31	102	16,464	169,765	0.06
October	27	95	10,601	122,340	0.05
November	32	92	15,506	153,900	0.06
December	30	94	16,774	114,994	0.04
2000					
January	27	85	23,140	145,744	0.06
February	26	84	11,821	72,070	0.03
March	30	88	35,523	162,833	0.06
April	35	92	24,452	153,301	0.06
May	28	91	13,770	109,723	0.04
June	24	94	22,836	139,665	0.05

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

Table C

Work Stoppages – A Chronological Perspective

Period	Number beginning year or month	in existence during year or month*			
		Total Number	Workers involved	Person-days not worked	% of Estimated working time
1990	519	579	270,471	5,079,190	0.17
1991	399	463	253,334	2,516,090	0.09
1992	353	404	149,940	2,110,180	0.07
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,061	0.05
1996	297	330	281,816	3,351,820	0.11
1997	229	284	257,664	3,610,206	0.12
1998	341	381	244,402	2,443,876	0.08
1999	358	413	158,612	2,445,741	0.08
2000	170	228	92,615	783,336	0.05
1999					
June	41	108	17,862	193,260	0.07
July	27	99	21,024	301,245	0.11
August	27	94	11,884	176,835	0.07
September	31	102	16,464	169,765	0.06
October	27	95	10,601	122,340	0.05
November	32	92	15,506	153,900	0.06
December	30	94	16,774	114,994	0.04
2000					
January	27	85	23,140	145,744	0.06
February	26	84	11,821	72,070	0.03
March	30	88	35,523	162,833	0.06
April	35	92	24,452	153,301	0.06
May	28	91	13,770	109,723	0.04
June	24	94	22,836	139,665	0.05

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place duringnegotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the Standard Industrial Classification, Statistics Canada (Revised 1970).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual on other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a

measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

UNION MEMBERSHIP IN CANADA – 2000

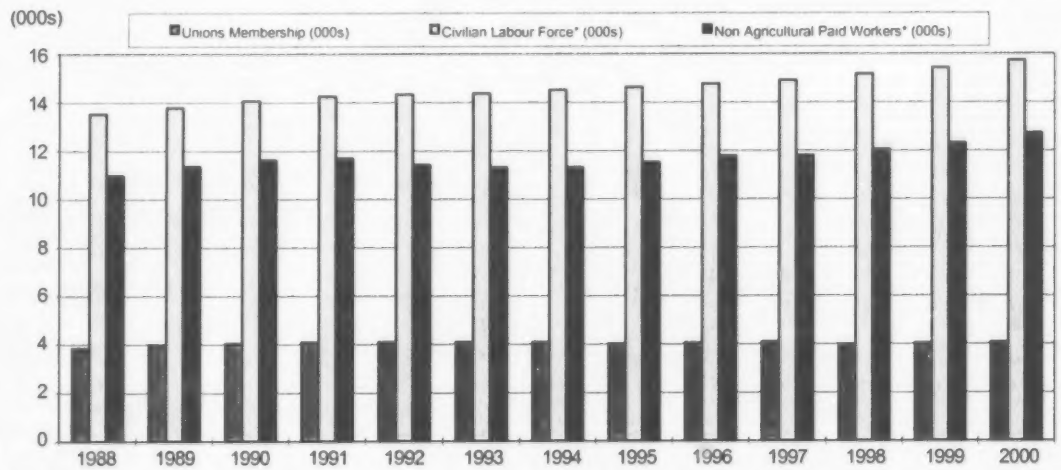
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Preliminary data from a survey of labour organizations in Canada with units of 50 or more members show that union membership in January 2000, stood at 4,057,850. This figure represents an increase of 45,930 members compared to 1999, namely 4,011,920 members (see graph and table). However, over the year, non-agricultural paid employment rose (more rapidly) by 412,000. Consequently, the unionization rate or union density (union membership as a percentage of non-agricultural paid employment) continued its decline to 31.9 per cent (from 32.6 per cent in 1999).

The affiliated membership of the Canadian Labour Congress increased by 55,070 from 2,759,510 in 1999 to 2,814,580 in 2000 (in comparison to the union membership increase of 45,930). As a result, the Canada Labour Congress' share of total union membership rose to 69.4 per cent in 2000, from 68.8 per cent in 1999. Membership in other central labour unions remained relatively stable between 1999 and 2000.

Between 1999 and 2000, the union membership has declined among the nonaffiliated national unions and among the AFL-CIO/CLC affiliates and the AFL-CIO only affiliates.

Union Membership, Civilian Labour Force and the Non-Agricultural Paid Workers 1988-2000



Source: Workplace Information Directorate

Table 1

Union Membership in Canada, 1988-2000
Established with New Series of Labour Force
and Non-Agricultural Paid Workers

Year	Union Membership (000s)	Civilian Labour Force* (000s)	Non-Agricultural Paid Workers* (000s)	Union Membership as a Percentage of Civilian Labour Force	Union Membership as a Percentage of Non-Agricultural Paid Workers
1988	3,841	13,512	10,963	28.4	35.0
1989	3,944	13,779	11,340	28.6	34.8
1990	4,031	14,047	11,598	28.7	34.8
1991	4,068	14,241	11,679	28.6	34.8
1992	4,089	14,330	11,414	28.5	35.8
1993	4,071	14,362	11,303	28.3	36.0
1994	4,078	14,505	11,310	28.1	36.1
1995	4,003	14,627	11,526	27.4	34.7
1996	4,033	14,750	11,764	27.3	34.3
1997	4,074	14,900	11,802	27.3	34.5
1998	3,938	15,153	12,031	26.0	32.7
1999	4,010	15,418	12,295	26.0	32.6
2000	4,058	15,721	12,707	25.8	31.9

Note: Labour Force and non-agricultural paid employment data shown for each year are annual averages of the preceding year; data shown for union membership are as of January of the years shown and as reported by labour organizations.

** Source: Statistics Canada, The Labour Force Survey, Cat. No. 71E 0004 X CB*

Table 2

Unions with Largest Membership, 1999-2000

	Membership (000s)	
	1999	2000
Canadian Union of Public Employees (CLC)	461.8	485.0
National Union of Public and General Employees (CLC)	309.0	325.0
National Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada)	215.0	220.0
United Food and Commercial Workers International Union (AFL-CIO/CLC)	200.0	210.4
United Steelworkers of America (AFL-CIO/CLC)	200.0	190.0
Public Service Alliance of Canada (CTC)	142.3	146.6
Communications, Energy and Paperworkers Union of Canada (CLC)	144.3	144.3
International Brotherhood of Teamsters (AFL-CIO/CLC)	93.0	100.2
Fédération de la santé et des services sociaux (CSN)	97.0	97.0
Service Employees International Union (AFL-CIO/CLC)	81.5	90.0
Fédération des syndicats de l'enseignement (CEQ)	82.6	80.9
Laborers' International Union of North America (AFL-CIO/CLC)	60.0	60.0
International Brotherhood of Electrical Workers (AFL-CIO/CLC)	57.0	59.6
United Brotherhood of Carpenters and Joiners of America (AFL-CIO/CLC)	56.0	56.0
Canadian Union of Postal Workers (CLC)	54.8	54.8
Elementary Teachers' Federation of Ontario (Ind.)	62.2	52.4
Ontario Secondary School Teachers' Federation (CLC)	46.0	51.4
Fédération des infirmières et infirmiers du Québec (Ind.)	47.5	47.5
International Association of Machinists and Aerospace Workers (AFL-CIO/CLC)	50.0	45.0
Ontario Nurses' Association (Ind.)	45.0	45.0
British Columbia Teachers' Federation (Ind.)	45.0	44.0
Industrial Wood and Allied Workers of Canada (CLC)	43.5	40.4
International Union of Operating Engineers (AFL-CIO/CLC)	40.0	40.0
Syndicat de la fonction publique du Québec (Ind.)	47.7	38.8
United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (AFL-CIO/CLC)	35.8	37.4
Fédération des employées et employés de services publics inc. (CSN)	37.4	36.5
Professional Institute of the Public Service of Canada (Ind.)	35.1	36.0
Alberta Teachers' Association (Ind.)	30.9	35.0
Hotel Employees and Restaurant Employees International Union (AFL-CIO/CLC)	36.6	34.7
Fédération du commerce inc. (CSN)	30.0	34.0
Office and Professional Employees International Union (AFL-CIO/CLC)	30.0	30.0
Ontario English Catholic Teachers' Association (CLC)	30.0	30.0

Source: Workplace Information Directorate

Table 3

Union Membership by Congress Affiliation, 1999-2000

Congress Affiliation	1999		2000	
	Membership	%	Membership	%
CLC	2,759,510	68.8	2,814,580	69.4
(AFL-CIO/CLC)	1,065,370	26.6	1,059,680	26.1
CLC only	1,694,140	42.2	1,754,900	43.2
CSN	242,920	6.1	250,040	6.2
AFL-CIO only	30,030	0.7	28,110	0.7
CSQ*	113,860	2.8	114,920	2.8
CSD	71,300	1.8	72,400	1.8
CCU	15,380	0.4	12,830	0.3
Unaffiliated International Unions	**380**	**0.0**	**380**	**0.0**
Unaffiliated National Unions	**635,390**	**15.8**	**616,380**	**15.2**
Independent Local Organizations	**143,150**	**3.6**	**148,210**	**3.7**
Total	**4,011,920**	**100.0**	**4,057,850**	**100.0**

Note: Due to rounding, sums may not always equal totals.

* In June 2000, CEQ (Centrale de l'enseignement du Québec) changed its name to CSQ (Centrale des syndicats du Québec).

Source: Workplace Information Directorate

Table 4

National and International Composition of Unions, 1999-2000

Type of Union	1999		2000	
	Number	%	Number	%
	Unions			
National	230	22.3	224	22.2
International	47	4.6	47	4.7
Other*	754	73.1	737	73.1
Total	**1,031**	**100.0**	**1,008**	**100.0**
	Membership (000s)			
National	2,615	65.2	2,651	65.3
International	1,194	29.8	1,198	29.5
Other*	203	5.1	209	5.2
Total	**4,012**	**100.0**	**4,058**	**100.0**

Note: Due to rounding, sums may not always equal totals.

* Includes directly chartered unions and independent local organizations (see Table 6).

Source: Workplace Information Directorate

Table 5

International and National Unions by Size, 1999-2000

Membership Range	International Unions		National Unions		Total	
	1999	2000	1999	2000	1999	2000
	Unions					
Under 999	8	7	84	81	92	88
1,000 - 9,999	15	16	105	99	120	115
10,000 - 29,999	11	12	20	23	31	35
30,000 - 49,999	5	5	12	11	17	16
50,000 - 99,999	6	4	5	6	11	10
100,000 and over	2	3	5	5	7	8
Total	**47**	**47**	**231**	**231**	**279**	**272**
	Membership (000s)					
Under 999	1	1	34	33	35	35
1,000 - 9,999	54	58	361	332	414	390
10,000 - 29,999	169	185	314	355	483	541
30,000 - 49,999	172	187	475	424	647	611
50,000 - 99,999	398	266	360	401	577	667
100,000 and over	400	501	1,074	1,107	1,474	1,607
Total	**1,194**	**1,198**	**2,617**	**2,653**	**3,811**	**3,850**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 6

Union Membership by Type of Union and Affiliation, 2000

Type and Affiliation	Unions	Locals	Membership	
			Number	%
International Unions	**47**	**2,339**	**1,197,620**	**29.5**
(AFL-CIO/CLC)	33	2,177	1,059,680	26.1
CLC only	5	80	109,450	2.7
AFL-CIO only	6	69	28,110	0.7
Unaffiliated Unions	3	13	380	0.0
National Unions	**224**	**13,335**	**2,651,220**	**65.3**
CLC	58	7,182	1,644,650	40.5
CSN	9	2,413	250,040	6.2
CEQ	15	297	114,920	2.8
CCU	8	33	12,830	0.3
CSD	2	97	12,400	0.3
Unaffiliated Unions	132	3,313	616,380	15.2
Directly Chartered Unions	**412**		**60,800**	**1.5**
CSD	402		60,000	1.5
CLC	10		800	0.0
Independent Local Organizations	**325**		**148,210**	**3.7**
Total	**1,008**	**15,674**	**4,057,850**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

Table 7

CLC Membership by Affiliation, 1999-2000

	1999		2000	
Type and Affiliation	Membership	%	Membership	%
International Unions	**1,163,420**	**42.27**	**1,169,130**	**41.5**
(AFL-CIO/CLC)	1,065,370	38.6	1,059,680	37.6
CLC only	98,050	3.6	109,450	3.9
National Unions	**1,596,090**	**57.83**	**1,645,450**	**58.5**
CLC only	1,595,290	57.8	1,644,650	58.4
Directly Chartered Local Unions	**800**	**0.0**	**800**	**0.0**
Total	**2,759,510**	**100.0**	**2,814,580**	**100.0**

Note: Due to rounding, sums may not always equal totals.

Source: Workplace Information Directorate

1 — Structure and Affiliation Changes to International and National Unions

The "Association internationale des poseurs d'isolant et des travailleurs de l'amiante" changed of affiliation in May 1999 from AFL-CIO to AFL-CIO/CLC.

"Alliance professionnelle des infirmiers et infirmières auxiliaires du Québec" merged with the "Fédération des infirmières et infirmiers auxiliaires du Québec" for legal and bargaining services under the name "Union québécoise des infirmiers et infirmières auxiliaires".

The Association of Allied Health Professionals: Ontario, is affiliated with Ontario Public Service Employees Union since November 1999.

The "Fraternité des Constables Spéciaux" has joined Canadian Union of Public Employees.

The Cariboo Woodworkers Association has joined Industrial Wood and Allied Workers of Canada in December 1999.

The New Brunswick Public Employees Association has joined National Union of Public and General Employees in June 2000.

The "Fédération des travailleurs forestiers du Québec" has joined Communications, Energy and Paperworkers Union of Canada in June 1999.

2 — Name Changes Old Name/ New Name

The Society of Ontario Hydro Professionnal and Administrative Employees / Society of Energy Professionals (September 1999).

The International Brotherhood of Painters and Allied Trades / International Union of Painters and Allied Trades (January 2000)

The "Société des auteurs, recherchistes, documentalistes et compositeurs" / "Societé des auteurs de radio, télévision et cinéma" (April 2000).

Professional Engineers and Architects of the Ontario Public Service / Professional Engineers Government of Ontario (December 1999).

Newfoundland and Labrador Association of Public Employees / Newfoundland and Labrador Association of Public and Private Employees (September 1999).

"Syndicat des pompiers du Québec" / "Syndicat des pompiers et pompières du Québec" (June 1998).

"Centrale de l'enseignement du Québec" / "Centrale des syndicats du Québec" (June 2000).

Source: Workplace Information Directorate

SECTION 3

INNOVATIVE WORKPLACE PRACTICES

Nancy Amyot
Workplace Information Directorate
Labour Program, Human Resources Development Canada

The following overview of workplace innovations is based on 76 collective agreements[1] ratified between January and April 2000. Of this number, 35 include provisions deemed innovative or of particular interest, many of which provide for the establishment of labour-management committees of various types.

Duration

The agreements range in duration from **12 to 108 months**, and just over one third (28 agreements) were renewed for 36 months. The six agreements between the Government of Canada and various unions are effective for 12 months due to a new job classification standard will be implemented. In Quebec, the 13 agreements in the public and parapublic sector have terms of 48 or 54 months. Of all the settlements ratified during this period, the agreement between the Université de Sherbrooke and the Syndicat des employés et employées de l'Université de Sherbrooke has the longest term, at 108 months or nine years; however, this agreement is retroactive to June 1995 and runs until May 2004. The agreement between Cuddy Food Products and the United Food and Commercial Workers International Union was renewed for 60 months and is effective until June 2005.

First-Time Agreements

Having obtained certification in June 1998, 4,600 administrative services employees of the University of Toronto, now represented by the United Steelworkers of America and grouped into two bargaining units, ratified a first-time collective agreement in January 2000. These agreements provide for a number of improvements, including a new progressive wage scale, an enhanced pension plan and better job security.

Committees

The establishment of labour-management committees continues to be a popular way of introducing new practices or addressing specific issues. A number of agreements contain provisions for setting up various types of joint committees. One such committee is mandated to **review and update the company's strategic plan**. The parties recognize that the company's dependence on a single product makes it vulnerable and that value-added activities have to be developed to ensure that the company remains economically viable and that the employees have job security (Algoma Steel Inc. and United Steelworkers of America, Local 2251).

The agreement between the Canadian Broadcasting Corporation and the Syndicat des techniciens et artisans du réseau français de Radio-Canada (ind.) provides for a joint committee to **improve efficiency and productivity** with a view to reducing operating costs. The parties agree to target priority areas in order that remedial action can be taken promptly. At Cuddy Food Products, the parties agreed to set up two joint committees to develop and implement a **gain-sharing plan and a profit sharing plan**.

Two agreements provide for a committee mandated to **review hours of work** and, in one case, **workload** as well, and one agreement includes a clause on creating a joint **ergonomics** committee (Government

[1] These 76 agreements are those for which summaries are available to date; they do not represent all the agreements ratified during the review period.

of Quebec and Ambulance Services Employers and Fédération de la santé et des services sociaux, and Super Fresh Food Markets and United Food and Commercial Workers International Union, Locals 175 and 633).

The most recent negotiations in the public and parapublic sectors in Quebec resulted in a letter of agreement providing for the creation of a joint committee on **balancing work and family**. The committee is to have completed its work six months after the agreements are signed.

A number of agreements include a clause providing for a labour-management committee to discuss **prevention of workplace violence, assistance for employees and their families, or training**.

Labour Relations

The agreement between the Board of Governors of Mount Royal College and the Mount Royal Faculty Association contains new provisions to improve the bargaining process already in place. The period of direct bargaining preceding compulsory mediation is shortened. If mediation fails to produce an agreement, the parties can resume direct bargaining. Binding arbitration remains an option but is no longer a compulsory stage of the process.

Working Conditions

One agreement reached in the federal public sector with the Professional Institute of the Public Service of Canada introduces **one month or four weeks of vacation after only one year of service**. Many of the agreements analysed now include **same-sex spouses** in the definition of spouse for benefit and leave purposes.

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EMPLOYEE RECOGNITION PRACTICES AT THE IBM PLANT IN BROMONT

Isabelle Aubin and Sylvie St-Onge
École des hautes études commerciales

The IBM manufacturing plant in Bromont, Quebec, which began operations in 1972, currently has more than 2,500 employees. Over the years, the plant's activities have changed from assembling typewriters to manufacturing and inspecting high-tech products. During this time, the Bromont plant has maintained its goal of manufacturing first-rate products at a lower cost-of-production than all other IBM plants or even any other competing plant in the world.

Nowadays, the plant specializes in assembling and inspecting electronic components that are used in the complete range of IBM products, as well as in some other manufacturers' products. In fact, it stands among the world leaders in component assembly. Since the plant opened, IBM has invested more than $850 million to incorporate the latest technology and remain globally competitive. The Bromont plant currently generates annual exports worth more than $3 billion.

Employee Recognition Practices

At IBM's Bromont plant, employee recognition practices constitute an integral part of the company's strategic management approach to human resources. This approach focuses on three main objectives:

- First, attract a ***competitive workforce*** by hiring the most qualified candidates.
- Second, maintain a ***competent*** workforce by fostering the development of skills that are important to the company's success.
- Third, retain a ***motivated*** workforce by adequately recognizing and rewarding good work through fair, equitable pay and a working environment that is conducive to employee welfare.

Recognition practices are also handled as an integral part of the overall remuneration system for employees, which includes other aspects such as salary levels, flexible pay and fringe benefits. Approximately 1 per cent of the company's employee remuneration budget is linked to recognition practices.

The purpose of instituting employee recognition practices has been to acknowledge individual "champions" and outstanding teamwork. The recognition process operates on both a corporate and a local level, as described below. In both cases, awards have to be proposed by the deserving employee's immediate supervisor.

Since the company insists that recognition practices be transparent and visible, employees can access, via the company Intranet, managerial guidelines on the criteria for recognition and when awards will be presented. Employees who receive corporate awards are listed in the company newsletter. In addition to this corporate recognition, management at the Bromont plant encourages supervisory personnel to express their appreciation informally to members of their teams.

The Corporate Program

The awards program applies to all IBM divisions and consists of six categories, each of which has a financial component (see Table 1).

Before designating an employee for an award under the program, the employee's immediate manager must justify the recommendation and submit it to his or her immediate superior for approval. The recommendation is then analyzed and reviewed by the Human Resources Manager to ensure that the

The authors wish to thank Jean-Marc Prévost, Manager, Human Resources and Communications, and Jean-Guy Fournier, Director of Communications, both at IBM Canada in Bromont, for their much-appreciated assistance.

Table 1

Employee Awards Program at IBM

Category	Goal	Award
1. Meritorious Work	To highlight informally the results of an employee's work	• $200 in a lump-sum • Certificate
2. Outstanding Teamwork	To highlight major team achievements	• Gift certificate • Special activity
3. Individual Accomplishment	To highlight the extraordinary contribution made by an employee to a major project, or the employee's consistently superior performance	• $300-$5,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet
4. IBM Canada Awards for Excellence	To highlight outstanding work in the context of a project or a major event having value-added significance for a client or which has major financial consequences	• $5,000-$25,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet
5. Outstanding Technical Achievement	To honour and reward employees for "cutting edge" technical achievement and contributions to their group's mission	• $2,500-$25,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet
6. Outstanding Innovation	To honour and reward employees for contributions demonstrating innovation and creativity that result in company-wide benefits	• $2,500-$25,000 in a lump-sum • Letter of congratulations • Invitation to an awards banquet

awards program is being applied consistently throughout the plant. The plant vice-president also has to approve the allocation of recognition awards, which have a significant monetary value.

Each year, the company prepares a projection of how the formal awards program is going to be implemented that year. This projection includes an estimate of the number of awards that should be allocated to each department on the basis of the number of employees.

The Local (Informal) Awards Program

Three years ago, IBM Bromont managers were consulted about the types of awards that were likely to interest plant employees, and a local awards program, just for the Bromont plant, was created. This program provides managers with an annual budget that enables them to quickly recognize special contributions made by employees. The award value is relatively small, ranging from $20 to $100; they include gift certificates like restaurant, movie, golfing or bowling vouchers. Other prizes include plane trips, getaway stays in hotels, and family visits to zoos and wildlife centres. The list of these prizes is reviewed each year on the basis of informal employee feedback. The type of prize to be given is decided by the recipient employee's immediate boss, although it must naturally also reflect the importance of the employee's contribution.

Monitoring Recognition Practices

Over the years, IBM Bromont has become increasingly rigorous in the way it manages its recognition practices, particularly in terms of follow-up. Every month, the Human Resources Manager and senior management review all the plant's human resource

practices, including the employee recognition program. Particular emphasis is placed on the plan for the current year's formal awards program to ensure that awards are fairly distributed throughout the plant. In addition, quarterly meetings are held with senior managers and plant managers to ensure that the program is being applied consistently in all the plant's various departments. Employees are also canvassed for their opinions about the various human resource practices, including the awards program.

Recognition: A Key Component of Business Success

The Bromont plant enjoys an excellent reputation within IBM, as well as in business circles in general throughout Canada and North America. The plant's continued success over the years is due, in no small part, to its effective human resources management approach, especially the way it operates its employee awards and recognition program.

ADDRESSING WORK AND FAMILY NEEDS: A JOINT APPROACH IN A HEALTH CARE ORGANIZATION

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Introduction

The fundamental changes experienced by workplaces in the 1990s have led to a search for new ways to accommodate the needs of workers and meet the requirements of employers. These responses are often very specific to a given workplace and their success can be influenced by many factors including the macro environment and relationships at the workplace. This article provides an example of a workplace in the health care sector that was not only able to successfully respond to the problems of meeting work and family responsibilities but also to achieve this in a tenuous industrial relations climate at the provincial level.

Balancing work and family has been profoundly affected by the economic restructuring of the 1990s. As workers have been let go and demands on the job continue unabated, the resulting increase in workloads has made it more difficult for people to balance work and family responsibilities. At the same time, increased workloads and greater demands upon one's time have increased stress levels among the Canadian workforce. Evidence of this comes from the Canadian Labour and Business Centre Leadership Survey 2000.[1] Private sector business leaders, public sector management and labour leaders were, for the first time, asked questions about the indicators of a healthy workplace and how these indicators have changed over the last two years. As expected, there were many differences between management and labour responses on issues, but they both agreed that the ability to manage work and family responsibilities and the ability to manage stress had deteriorated over the last two years. Forty-five per cent of management and 71 per cent of labour leaders thought work and family pressures had increased over the period and 54 per cent of management and 84 per cent of labour leaders believed that stress levels had worsened in the last two years. These were the only indicators where the two sides agreed that the situation had deteriorated in the last two years.[2]

The issues of balancing work and family needs and managing stress also have consequences for employers. A high degree of imbalance between work and family leads to higher absenteeism rates and higher risks of burnout. Furthermore, among workers who face high work and family pressures, organizational commitment and job satisfaction decrease while job stress and intent to turnover are much higher than in workplaces reporting low work-family pressures.[3]

The case study presented here of Midwest District Health in Saskatchewan and two of its unions, reflects the pressures around work and family, stress levels and the impacts on the effectiveness of the organization. Before describing the case in some detail, it is important to note the particular features of the health care sector which impact on the organizations and their workforces.

The health care sector, like many other public sector organizations, has seen substantial reductions in

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[1] The Canadian Labour and Business Centre Leadership Survey is conducted every two years and surveys business and labour leaders on their perceptions of the problems facing the economy, labour-management relations, the changing nature of work and work arrangements, and other areas of interest to the Canadian Labour and Business Centre's Board of Directors. The survey was conducted in March and April 2000 among 4,400 leaders and achieved a response rate of 18 per cent.

[2] Chris Parsley "Viewpoints 2000: The Healthy Workplace", Canadian Labour and Business Centre, June 2000.

[3] *Towards More Work-Family Balance in Saskatchewan: the Report of the Public Task Force on Balancing Work and Family* Government of Saskatchewan, 1998.

funding throughout the 1990s. The challenges facing the health care sector have been widely discussed and typically include the following characteristics:

- Increasing workloads following cutbacks in funding and the increasing difficulty to provide quality care for patients.
- An increasing use of part-time workers as the number of full-time jobs has decreased.
- The use of overtime as a means to address consistent or long-term staff shortages within a health care organization.
- In the nursing profession, it is anticipated that there will be a significant shortfall of nurses across Canada in the next decade. Part of this is due to the loss of approximately a quarter of new graduates to other countries.[4] At the same time, the average age of nurses is 45 and rising while the retirement age is 55 and falling.[5] This points to potential supply problems in the future as the need to replace retirees becomes critical.

Midwest District Health Unit Case Study

The pressure of change in workplaces and the challenges in the health care sector, are all evident in the case of Midwest District Health Unit and the responses developed with two of its unions, Service Employees International Union and the Saskatchewan Union of Nurses.

In 1993, restructuring of the health sector in Saskatchewan resulted in 32 separate health districts. Midwest Health District covers a population of 18,000 across a relatively large, rural area. It operates 13 facilities including acute care, long-term care, health centres, ambulance services and community-based services. The staff complement is approximately 750 employees (or 434 full-time equivalent) of which 212 employees are full-time, 325 part-time and the rest are casual workers. The workforce is overwhelmingly female (94 per cent) and is employed in small work sites of approximately 25 full-time equivalent employees. Turnover and vacancy rates are low.

The Saskatchewan Union of Nurses organizes the 8,000 registered nurses in Saskatchewan and negotiates a provincial level collective agreement with the employer's agent, the Saskatchewan Association of Healthcare Organizations. Specific areas of concern such as job sharing have not previously been covered in this agreement but may be negotiated at the local level. Industrial relations for nurses at the provincial level have deteriorated since a nurses' strike in April 1999.

The Service Employees International Union organizes workers in a variety of occupations: service workers, health care providers, as well as technical and professional workers. The union has approximately 6,000 members among five health districts in Saskatchewan, the majority of which are women between the ages of 25-50.

Pressures

The principal pressure facing the female workforce was the need to balance work and family responsibilities. Many workers experienced stress in working and caring for small children and/or older relatives or requiring time at home to deal with a particular crisis.

Within the small work sites, relinquishing work to attend to family responsibilities was not an option for most women, even if they would have liked to do this. The opportunity to shift from a full-time position to a part-time position is very limited. The situation is exacerbated by the rural location and commuter distances, which limit mobility in changing jobs to find more accommodating arrangements. This was particularly true where people are tied to their farm and face different seasonal responsibilities.

By the mid 1990s, many employees were expressing the desire to work less, and to reduce their hours by 20 to 25 per cent. A series of requests for leave of absence reflected this desire and it became evident to the unions and management that some remedies to redress the balance between work and family were urgently needed.

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[4] Canadian Nurses Association *The Labour Market Integration of New Nursing Graduates in Canada (1986-1997)* prepared by the Canadian Council on Social Development (CCSD), 2000.

[5] Andre Picard, Critical Care: Canadian Nurses Speak for Change, Harper Collins, 2000.

Management sought to apply treatment consistently to these requests from all the different work sites. The fact that some full-time employees were granted regular, continuing leave of absence while part-time workers were seeking full-time positions created some perceptions of inequities of treatment among workers. It was difficult to properly assign relief shifts to workers and also prevented effective human resource planning, resulting in increases in relief staffing and administration costs.

The unions, whose expressed aim was the creation of more full-time positions, were concerned that full-time jobs would disappear through job-sharing arrangements. Moves to part-time were being made without proper parameters or guidelines. Often there was no record of how many full-time jobs were being job-shared and some jobs were even being split between more than two people.

Responses

Discussions to explore several concepts around job sharing began between management and unions (initially between Service Employees International Union and management). Eventually it was agreed that permanent full-time employees could temporarily reduce their hours of work for an identified period of time to deal with personal or other issues, while still maintaining their permanent positions. There would be minimal or no increased cost to the employer with this initiative. As both job-sharing participants are part-time employees, the full-time position would be permanently maintained.

Language was crafted jointly and the plan was tried as a pilot in some sites. Within a year, the plan was expanded to its other union (Canadian Union of Public Employees at the time) and has continued with no major dissatisfaction. In 1998, the job-sharing arrangement was included in the provincial agreement with the Saskatchewan Union of Nurses and provided for both temporary and permanent job-sharing arrangements. The specific features of the job-sharing arrangement include the following:

- Applications are initiated by an employee.
- Both the union and management must approve applications.
- Arrangements are granted where operationally feasible.
- The maximum hours reduction is 50 per cent.
- Temporary arrangements operate for a minimum of six months (the length of tenure of temporary workers under the collective agreement) and a maximum of two years (the length of the collective agreement).
- Temporary positions are posted and filled in accordance with the respective collective agreement.
- Benefits are prorated for job sharers.
- Reversion rights are specified such that if layoffs or terminations occur while job-sharing, the remaining employee would revert back to his/her position prior to job-sharing.
- Where layoffs do occur, the job sharer who initiated the job-sharing maintains bumping rights and is treated as a full-time employee in the event of layoffs.
- Full-time employees who initiated job-sharing are placed at the bottom of the call-in roster so other employees would have first access to call-in work.
- The aim of job sharing was not to increase workload.

Evaluation

At any one time, approximately 10 per cent of eligible employees are on job-sharing. Following four years experience of job-sharing plans, an evaluation survey was completed in May 1999. The results of the survey indicated overall satisfaction was high. Fully 82 per cent believed that job-sharing had had a positive influence on their attitude to work and their life outside of work. Managers also noticed a positive influence on a job sharer's attitude to work and the greater enthusiasm for the job while they were at work. Supervisors felt that job sharers were as effective and efficient as full-time equivalent employees.

Equally important, 91 per cent of job sharers felt that it allowed them to better balance work and family and would recommend it to others. Not surprisingly, parents of young children were the highest users of job-sharing. People felt they faced less stress and their mental, physical and emotional health had improved due to job-sharing. Of particular importance was the positive impact of job-sharing in lessening the stress from working shifts for seven consecutive days.

People felt they had regained some control over their work-life situation since they could choose to work part-time (without sacrificing their full-time position) and had some flexibility in scheduling their hours.

Areas of Improvement

The survey also indicated areas for improvement from both the managers and job sharers. The most important was to maintain communication which involves keeping workers informed of the plan and help them to understand its objectives. This was underlined by the fact that some employees perceived job-sharing as disruptive, while managers and supervisors generally did not. The need to continually communicate the function of the program was therefore important to its success.

It was also important to balance the needs of different workers. While some full-time workers may have wanted job-sharing, there were also part-time workers who wanted full-time employment. Within the Service Employees International Union membership, it has been found that job-sharing for personal reasons has usually been satisfied by a 2-year term. The requests for further extensions were usually for medical reasons. Consequently, full-time workers wanting to permanently perform job-sharing were often encouraged (after a 2-year job share) to examine available part-time jobs.

The Service Employees International Union local has also found that once the agreement was in place, it was easier to keep control of the full-time jobs and the employer has been cooperative with these arrangements. The Union is happy with the agreement, but it is careful to ensure that job-sharing is not used as a means to overcome scheduling problems, principally working seven consecutive days. Rather, the Union would prefer to negotiate (with the employer) new work schedules that can better meet the needs of the members.

The success of the temporary job-sharing pilot project has led to a province-wide arrangement of these plans for nurses through the Saskatchewan Union of Nurses while all Service Employees International Union locals in the Saskatchewan health sector now have job-sharing agreements.

Conclusion

The principal conclusion that emerges from this case study is that a joint approach at the organizational level was able to address the issue of work and family in the workplace and also allowed the parties to address some of their major concerns, such as the increasing use of part-time workers.

Management and the unions were able to negotiate a set of job share arrangements that could meet their respective objectives while allowing individuals to address the issues of balancing work and family responsibilities. Unions, management and individual employees all regarded this as a "win-win" situation. The fact that this cooperation was achieved at an organizational level, against a background of declining provincial health budgets and difficult industrial relations at the provincial level, was all the more remarkable. A critical factor in this setting was the good relationships that were developed and maintained at the working level and the fact that the unions and management were aware of, and focused on, the specific organizational problems that urgently needed to be addressed.

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ARE QUALITY IMPROVEMENT AND DOWNSIZING COMPATIBLE? A HUMAN RESOURCES PERSPECTIVE

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Introduction

During the past decade, many firms have introduced downsizing and quality improvement initiatives to improve their competitiveness. **Downsizing** is the planned elimination of positions or jobs, which should quickly reduce expenses and increase profits (Cascio 1993). The cut in headcount may or may not be accompanied by work redesign and/or organizational restructuring. **Quality Improvement** is an umbrella term for principles and practices designed to improve product and service quality. Total **Quality Management** is a continuous gradual process that managers use to "enable everyone in the organization in the course of performing all duties to establish and achieve standards which meet or exceed the needs and expectations of their customers, both external and internal" (Miller 1996: 157). **Re-engineering**, on the other hand, requires radical changes by seeking "breakthroughs, not by enhancing existing processes, but by discarding them and replacing them with entirely new ones" (Hammer and Champy 1993: 49). It requires intensive, top-down, vision-driven efforts that entail rethinking every aspect of the business. Despite their apparent difference, both focus on customers and processes. The distinction between them is a matter of degree (Nissen 1996).

Downsizing and quality improvement share the ultimate twin objectives of improving an organization's efficiency and effectiveness, with different underlying assumptions. Through voluntary and involuntary layoffs, downsizing reduces operational expenses almost instantaneously. Total quality management is based on gradual continuous improvements. Theoretically, quality improvement shuns layoffs; performance enhancements and increased profitability should follow process improvement.

Some managers view quality improvement and downsizing as two prongs of one business improvement strategy. A handful of research work has suggested that the two processes are compatible, even complementary (McDonnell 1994; Stabler & Sullivan 1994; Staniforth 1994). For example, downsizing often involves removing front-line employees and managerial layers. Fewer staff, in turn, renders it imperative to become more efficient by improving work processes. At the same time, flattened hierarchy means less bureaucracy, which should facilitate process improvement (McDonnell 1994; Staniforth 1994). Moreover, when organizations downsize, quality improvement principles (e.g., open and effective communication, treating employees as internal customers) could be applied in planning and executing layoffs, thereby, enhancing the downsizing effectiveness (Messmer 1992; Sullivan 1994). However, this line of arguments has not gone unchallenged. There is scant, systematic empirical evidence on simultaneous quality/downsizing success and concerns about possible fundamental compatibility problems have not been addressed.

This paper explores the quality/downsizing compatibility by investigating the effects of the two initiatives' simultaneous implementation on employee work attitudes and behaviours. The analysis emphasizes how the quality/downsizing implementation relationships altered between front-line employees and their fellow workers, union officers, management, and the employing organization. The research is based on a case of a major hospital in Alberta where a two-stage quality improvement process was implemented between 1989 to 1996. During the first, total quality management stage, employment stability prevailed. The second stage involved a re-engineering effort that coincided with substantial downsizing

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Sample and Methodology

Semi-structured interviews were used to collect data. In addition to interviewing front-line employees, management executives and union officials were also interviewed, they provided more background information about the organization and the downsizing and quality improvement processes. Understanding the unions' perspective is important because, often, unions provide a collective voice for their employees when mediating the management-employee relationship.

Some 60 interviews, including over 40 in-depth ones each about an hour long, were conducted from 1992 to 1996. Initially, a sample of management executives and union representatives was obtained. Further referrals were then obtained from both management and the unions to approach employees for their perspectives. Interviews were transcribed verbatim and manuscripts were read and analyzed by the authors. An iterative process followed in which the findings and insights were discussed, the themes redefined, corresponding coding schemes established, and data re-analyzed.

Background

The University of Alberta Hospital is located in Edmonton, the capital city of Alberta. In the early 1990s, it had 1,237 beds and received over 367,000 patient visits each year. In 1993, the hospital employed more than 6,000 people, with 4,200 being front-line employees. In 1989, the total quality management effort was conceived in response to the problems of rising costs, poor labour relations, and a lack of customer focus. The initiative was officially launched in 1990. Between 1990 and 1992, some 3,000 front-line employees attended orientation sessions and over 150 quality improvement teams were formed. Results were modest and a more rigorous approach was sought.

In 1993, a 25-member steering committee with representatives from various departments was established to oversee a re-engineering campaign called Patient Care Design Project. Three sub-committees were also set up to develop strategies related to human resources, communications, and information technology. Thirteen design teams and various work groups were then formed and charged with the responsibilities for developing ideas to best utilize diminishing resources. The project continued until 1996, when it was put on hold due to changes to the Alberta health care system (Reshef and Lam 1999).

The decision to launch the design project coincided with the 1993 provincial election where reduced public spending was a key issue. Health care was an obvious target as it accounted for over $4 billion in government expenditures. In mid-1993, the hospital was informed that it should cut 20.0 per cent, or some $55 million, from its 1994-95 budget. Consequently, between 1993 to 1996, the hospital reduced its work force by 956 full-time and 264 part-time employees. Three hundred and eighty-three of these employees voluntarily left the hospital through early retirement (97) and voluntary severance (286).

Changing Work Environment

The total quality management stage of the process did not threaten the employees' quality of work life and livelihood. The organization was gradually improving work processes and had enough resources to support the efforts. The employees enjoyed the learning opportunities and the evolving collaborative employee-manager relationship. As one employee observed, "total quality management just makes sense to me. It's a good way to treat everyone. To treat them with respect. It seems a practical way of doing business." A manager explained that things worked quite well during this period when quality improvement decisions did not have adverse human resources implications. Even a skeptical union official agreed that, "We have enjoyed the new relationship with management. It's opened doors that might not have been open before."

Unfortunately, as a top executive explained, total quality management just "wasn't quick enough, wasn't big and deep enough, and wasn't systematic enough." As a result, a re-engineering stage was introduced in 1993. This initiative coincided with an unprecedented budget cut that shifted the re-engineering focus from quality improvement to cost saving through, among other things, intensive layoffs. These developments, in turn, significantly altered the hospital's work environment.

Job Insecurity and Work Intensification

Re-engineering embodies a fundamental change in the way patient care ought to be delivered. It promoted

radical process redesign emphasizing changes to the content, mix, and number of jobs. Despite the job changes, managers and employees often found the jobs had not been clearly defined. The uncertainty and frustration were illustrated by employee comments like "they haven't come up with any job description as to who will get or who can apply for these jobs." Some employees thought that re-engineering targeted employees with more seniority, that the job changes provided an excellent opportunity for management to use the excuse of operational requirements to justify the retaining of the younger, stronger, brighter, more enthusiastic employees.

One manager remarked, "where the employee/union-management relationship changed was with the re-engineering part of the quality initiatives. It became very adversarial, defensive, accusatory." Another manager heavily involved in re-engineering was more specific and admitted, "If total quality management had been the only change, it would have worked well. But when we got to the point where jobs were lost and there was such pervasive change, it distracted you from total quality management." A union official suggested, "Had the government initiatives (i.e., budget cuts) not been implemented, perhaps quality improvement would have worked eventually."

The rapid downsizing created a double anomaly: first, the quality improvement effort was associated with job losses; and second, being swift, the downsizing was not supported by processes redesigned to improve productivity. Consequently, in the short run, fewer people were responsible for the same amount of work. One union representative lamented, "the workload has just increased like crazy. People are required to do more than is humanly possible for a person to do and to do safely and properly."

Service Quality

Work intensification undermined service quality. For example, a union representative explained that, "people don't have the time to double check orders that aren't right. There are a lot of errors. We are filling out incident reports everyday; that's not quality." People were forced to assume more responsibilities, even when they might not be fully prepared. One employee indicated that, "if somebody gets laid off, you can bump in another department and then that nurse goes here and there and you're getting people working that aren't qualified to be working in different department and it's unsafe for me."

Another example of how the cost effectiveness imperative could compromise service quality is the multi-skilling idea. Multi-skilling would see Licensed Practical Nurses and auxiliary, non-nursing workers assume responsibilities previously held by Registered Nurses. Multi-skilling was linked with a proposal to change the ratio of registered nurses to licensed practical nurses from 9:1 to 7:3. Not only were the registered nurses concerned about it, even a union representative who was not in the nursing area criticized multi-skilling as totally against professional ethics.

Leadership Erosion

With many people leaving the organization, including management, the quality improvement leadership and vision were being eroded. One executive involved in re-engineering admitted that "many of the people who took the quality improvement training are no longer here because they have been laid off in the downsizing process." The typical disciplinary divisions (e.g., nursing, radiology, gynecology) of the hospital replaced with a patient care process approach, resulted in unprecedented changes in management and work organization.

Empowerment

Employee empowerment suffered significantly during the simultaneous re-engineering/downsizing process. For employees to feel empowered, they must be given the autonomy to identify quality problems and the authority and resources to design and implement solutions. Some hospital employees felt that their improvement ideas were welcome as long as they addressed cost saving issues. According to one design team member, the official purpose of their project was to generate ideas to save money, to maintain or improve patient care, to maintain or improve quality of work life. But it turned out that the thing the team talked about the most was saving money. Not only did employees feel a lack of control over their work, they also found that there was very little to help people adjust and deal with the changes. Very little because the dollars were not there.

One union executive called the empowerment window dressing that created an illusion of empowerment, while another considered that the false sense of empowerment prompted some workers to bamboozle others. Another union official elaborated further that, ethically, I really have a problem with management

considering empowerment as handing me a seniority list and saying OK, pick which one of those people are gone. That's not empowerment. Still more employees commented that their improvement suggestions were rejected, or asked to return with suggestions supportive of management's money saving objective.

Peer Rivalry

In theory, quality initiatives should promote collaboration among all organizational members. In the downsized work environment, however, hospital employees were pitting against each other in an effort to stay afloat. There has been serious back stabbing, serious job protection, admitted a union official. Employees involved in design teams were sometimes seen as ax slashers, aiming to displace fellow workers with their quality improvement recommendations. As a result there were a few hard feelings towards some people on the teams. One design team member ironically proposed that in cutting people, one should "think of them as a number relating to full-time equivalent positions, otherwise you will kill yourself ... don't think of them as people." When asked about the cost of being involved in the quality improvement process, another design team member replied, "I've lost a lot of my friendships from the work that I did, knowing that I did what I thought was right." A union official agreed that there was a lot of animosity among employees and described the situation as people undercutting each other. People helping management to do away with other people's jobs. Some union representatives suggested that a few members might be thinking that working on the Quality Improvement teams meant they were empowered and that someday maybe management will save these members' job, because look at what they have done to participate and help.

Union Opposition

One manifestation of the deteriorating management-labour collaboration was the rapidly growing union opposition to re-engineering. During the total quality management stage, the four unions adopted a "wait and see" attitude. Jobs were not on the line. The unions were wary of some of the total quality management potential to erode, reduce, and fragment the unions by attempting to end run around the unions and directly negotiate with their employees. Real threats, however, had not been realized. In short, the unions did not support nor resist total quality management.

Re-engineering, however, was associated with a radically different agenda. As a union official put it, "the unions knew it was going to be a 'dog eat dog' situation." Unions' territorial rights and boundaries, or scope of vested interests within the hospital, were challenged in three different ways (Reshef and Lam 1999). First, re-engineering threatened the unions' organizational security by jeopardizing their survival through a drastic membership reduction. Second, as team members were asked to come up with improvement ideas, unions felt that their institutional security was being compromised, undercutting the union's representational capacity through collective bargaining. As lamented by a union representative, "there is some sucking up [to management] going on like you wouldn't believe. I have watched people in my department go to management rather than go to the union with regard to what their rights are." Finally, with many members losing jobs and others working under stress, the union leaders felt that their political security was jeopardized. In other words, union leaders' abilities to maintain and improve the members' well-being were seriously undermined, thus challenging the leaders' political future.

Consequently, the unions were advising their members to refrain from involvement in the re-engineering design and implementation. When this position had been made clear to the employees, many of them became reluctant to participate in the quality improvement process to avoid resentment from union officials and other union members.

Employee Responses to Downsizing/Re-engineering

The combined initiatives produced a set of intertwined effects that impact on employees' livelihood and quality of working life, their pride of workmanship or professionalism and possibly their level of empowerment, as well as leadership and the availability of important resources. They also unleashed peer conflicts and union resistance. These developments likely have various psychological and behavioural implications to employees' quality improvement support. In this case, low employee morale and trust, the two most pervasive signs of employee dissatisfaction, were the immediate results of the above traced developments (Frazee 1997).

Morale

Ramsey (1997) defines employee morale broadly as all beliefs and attitudes employees hold regarding their

job or profession. More specifically, this definition covers how employees feel about themselves, their work, superiors, workplace, and overall work life. Witnessing the advent of layoffs and re-engineering, employees became fearful, frustrated, and stressed. They were fearful of losing their jobs, compromising performance standards, and being castigated by management or ostracized by unions and/or co-workers if they had supported one party over the other.

The stable jobs employees had been doing for a long time might be gone, changed, or combined with other jobs any time. The uncertainty, the not-knowing from day to day, added to the survivors' stress. With many permanent positions cut, there were also cases of laid off people being rehired to work almost full-time equivalency as casuals without benefits. In other words, some employees perceived themselves as "just in time labour". People were also aware that once they were laid off, chances of obtaining a similar position in the region were slim. This pessimistic outlook is reflected in an employee's comment that "in this health climate, we have lab technologists hired as lab aids because they can't get jobs anywhere else." Even if one could keep one's job, it was demoralizing to see colleagues walking out of the door for good for no fault of their own. As an employee said, "everyone is now defeated and demoralized because you see half your buddies leave with layoffs and we know a lot are never going to come back."

In addition to uncertainty, people left behind found themselves loaded with unmanageable amounts of work. People who were involved in quality improvement teams not only had to deal with their own day-to-day work, but also were "going to meeting after meeting" where, as a team leader revealed, "things were going nowhere." Employees' subsequent frustration was evident by such comments as, "I was trying to cover the equivalent of two full-time positions in a one time position ... I was not going to give those hours free anymore." Others noticed that, "people are concerned about their paychecks and their jobs." With the multi-skilling idea coming from re-engineering, some employees found themselves assigned into positions requiring other skills with little notice or training. The changes could be particularly frustrating when employees did not get the necessary support from managers. In the organizational chaos that followed the re-engineering/downsizing efforts, sometimes employees "didn't even know who their boss was for months." Importantly, managers themselves were struggling to keep their jobs or adjust to new roles and responsibilities, feeling little enthusiasm to be on the vanguard of quality improvement. One manager called the experience "very traumatic."

Unions, that were supposed to protect front-line employees, were unable to stem the tide of layoffs. Grievances were hardly resolved and unions were complaining that sometimes, in the big job shuffle, they did not even know to whom they should forward the grievances or who had received the grievances filed: it appeared that no one was taking charge. A union representative, in turn, described the hospital as having lost "the focus on people and the importance of them."

Overall, many employees saw their working environment deteriorating into one of individualism, infighting, and hostility. Inevitably, these changes that produced feelings of fear, frustration, and stress took a toll on employee morale. Consequently, employees developed more negative sentiments towards management, their workplace, and even their co-workers and unions. Logically, these sentiments should diminish employee commitment to the organization and quality initiatives.

Mistrust

Trust is one's willingness to be vulnerable to another based on one's belief that the other party is competent, open, reliable, and concerned about the individual's own interest (Mishra, Spreitzer and Mishra 1998). The evidence shows that since 1993, mistrust had developed between front-line employees and management, among employees, and more so between unions and management. Employees either believed that management was not sure of what would come next, or that management knew what was happening but was reluctant to share that knowledge. As one hospital employee said, "I don't think there's any trust at all because we don't know what's going to come next. There is no real communication."

Some employees also said that management was preaching one thing but acting the other. For example, employees were told that service quality was the top re-engineering priority while they saw that, actually, money was the number one issue. Worse, as a union official summarized it, the savings in money were actually "a cost of people; a cost of humanity; a cost of our social fabric."

Managers felt they were doing their best to manage under very trying circumstances. With downsizing and re-engineering happening concurrently, one manager explained, "time frames are very short and there are no clear directives. So things change very quickly. What you told staff one moment may be changed the next, and so there is always the perception that you are holding something back."

The quality of the management-union relationship can influence employee responses to management initiatives. When downsizing and re-engineering set in, unions' territorial rights and boundaries were threatened by job losses and managers' and consultants' attempts to bypass the collective agreement. The unions also complained that management never involved them as real partners by, for example, divulging all the information necessary to help make quality decisions. A manager agreed and explained that "a lot of top down decisions were made during these downsizing days. They're made because of time." When the union officials were told to "take their union hats off at the door" and consider re-engineering team proposals solely on the basis of their business merit rather than their human resources consequences, the officials felt that management was trying to undermine their representational role. Similarly, not understanding the unions' organizational constraints, vested interests and modes of operation, management perceived union behaviours, such as slow decision-making, an orchestrated effort to derail re-engineering (Reshef and Lam 1999). Consequently, management had concluded that the unions should not be involved in the re-engineering decision-making.

Finally, as explained before, trust among employees was also at a low level. Generally, in the downsizing environment, employees wishing to keep their jobs had to bump and undercut each other. Moreover, some employees, viewed as contributing to the management efforts to reduce the workforce, were shunned by their fellow workers.

The evolving low-trust work environment was not conducive to quality improvement, which should be anchored in values that stress the dignity of the individual and the power of community action (Becker 1993). In the current case, the low level of trust was reflected in management's unwillingness to share authority and information, and unions and employees' unwillingness to collaborate with management in promoting quality improvement.

Quality Improvement/ Downsizing Compatibility

Figure 1 summarizes the findings. The model presents the various paths through which simultaneous downsizing and re-engineering should influence employees' quality improvement support. Although the findings may not always be generalizeable to other settings, the underlying factors that moderate the various relationships are of such a general nature that they should be applicable elsewhere.

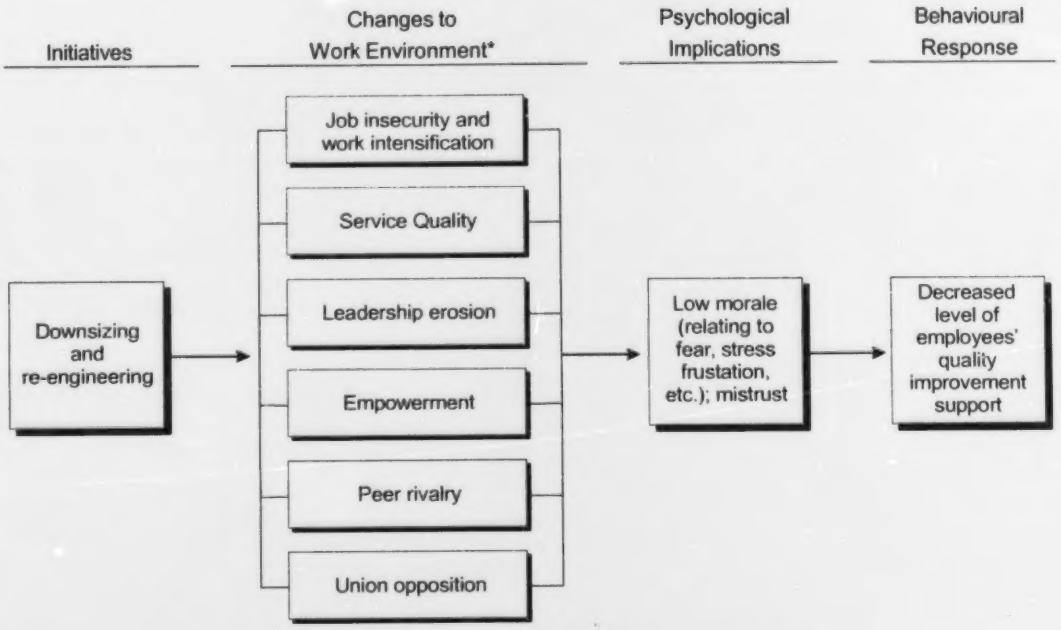
In the case of the University of Alberta Hospital, the employee support was adversely affected by the simultaneous quality/downsizing implementation. The main argument is that soon after the onset of downsizing, many front-line employees equated quality initiatives with layoffs. From the employees' and unions' standpoints, any distinction between the two initiatives seemed irrelevant. Comments like "re-engineering is a means to an end; it is the vehicle through which managers will cut the hospital's budget" were echoed in a number of interviews with union representatives and employees. In the employees' and unions' eyes, in 1995-96, total quality management and re-engineering had degenerated into a fad designed to facilitate downsizing and bash the unions. A union official summed up the experience as "really what it amounts to is everybody has to accept more work and not more pay and not more authority. More responsibility, but no more authority."

On the other hand, from a management perspective, the layoffs were due to budget cuts that occurred almost overnight and had nothing to do with re-engineering. One manager pointed out, "there is a big difference between cost cutting being the purpose and cost cutting or cost saving being a result, very big difference."

Yet, even if some employees were aware that quality initiatives and downsizing were two separate efforts, the results were intertwined, leading many to assume a cause-effect relationship between the two efforts. It was the impact, the new realities, that the employees felt was important, not the philosophical or theoretical aspects of the initiatives. When employees could not distinguish between the results of the two initiatives, they harboured ill feelings towards the quality initiative as well. As a re-engineering design team leader said, "the reason people are so resistant to change is because they are scared that it may mean their job."

Figure 1

Effect of Downsizing and Re-engineering on Quality Improvement Support



* Most of the factors relating to work environment changes interact with each other as well.

Quality initiatives rely on a culture change, a commitment by everyone in the organization to pull in a new direction. To achieve this, individuals should be working without fear, being free to pursue their quality vision the way they feel is right (Aguayo 1990; Delavigne and Robertson 1994). The general indication from the interviews was that after the massive changes, there were more people coming to work just "for a paycheck, not because they were loyal to the company anymore." Some employees were saying, "I am doing what I can do and that's all I can do."

Findings lead the authors to propose that downsizing and quality initiatives are inherently incompatible when they are accompanied by the following:

(a) a lack of a firmly established quality improvement culture, so that employees are unable to distinguish between the effects of the two initiatives;

(b) a tight time frame for downsizing that limited the time required for systematic analysis and implementation of quality improvement recommendations;

(c) adversarial labour relations where unions' vested interests are continually jeopardized; and

(d) poor implementation of either one or both of the initiatives, stemming from such factors as poor communication and employees being treated with little respect when laid off.

Future research, however, should determine if the two initiatives might work better in other settings.

Conclusion

The foregoing analysis suggests that organizations should be cautious when planning to use jointly downsizing and quality improvement initiatives to improve competitiveness. There may be significant counter-productive human resources implications such as role ambiguity, conflicts, and demoralization. These will not only adversely affect quality improvement support, but also overall employee commitment, productivity, and expertise retention. In this case, while many employees were forced out of the door, others

had lost faith in the system and voluntarily moved away. It is possible that the human resources costs of simultaneous downsizing/re-engineering do undermine the initiatives' financial gain. In this case study, the budget cuts were unilaterally made and expenditure was reduced accordingly. But it does not necessarily mean the hospital was doing more with less. It could well have been doing less with less as many procedures were postponed or cancelled at the expense of patient care. In subsequent years, once the financial picture of the provincial government improved, money was pumped back into the health system, apparently to fix the problems previously created by the deep cuts. Even if the downsizing/re-engineering initiatives did meet their goal of accomplishing more with less in the short run, the long-term human costs could not easily be estimated. For example, no price tag can be attached to any mistakes made as a result of work overload or lack of competency due to multi-skilling. And, the long-term effects on the labour-management relationship are still unknown.

Nevertheless, certain circumstances may require concurrent implementation of quality improvement and downsizing. Given that employees have difficulties to separate between quality improvement and downsizing, efforts should be made to heed the human resources consequences of downsizing and process re-engineering. Looking back, a top hospital executive admitted that, "the people doing the re-engineering, within or outside the hospital situation, have a lot to learn about the human resource side of this." For example, displaced employees should be treated with dignity and respect. They can be offered adequate support and resources to find new jobs. Similarly, the remaining employees should be cared for and their concerns recognized and addressed. This should help alleviate survivors' syndrome such as fear, anxiety, stress, and guilt (Brockner, 1988).

Additionally, quality initiatives thrive on open communication and information sharing (Blackburn and Rosen 1993; Bowen and Lawler 1992). At a time of change, it is one of the best tools to eliminate rumours and unnecessary speculations. With advanced communication of downsizing plans, employees are more likely to perceive the organization as caring for their well-being and more ready to accept the job loss (Eby and Buch 1998). Indeed, some of the interviewees said that their resistance could have been lower had the union and team members been given the hospital budget and more up-to-date information to work with. Communication is all the more important when employees are expected to actively participate in process improvement through quality initiatives.

Moreover, carefully planned downsizing can reduce the deterioration in quality of work life. Peer conflicts may be inevitable when job cuts are underway. However, they can be reduced with better communication, proper layoff justifications, and fair and consistent policies and procedures.

Union opposition is one challenge that may linger for the long term. Early involvement of unions in the quality improvement process, recognizing the unions' organizational and operational constraints and the legitimacy of collective bargaining, willingness to accommodate the unions' vested interests, and inviting unions to be partners in decision making are some of the ways that may make it work. However, given the inherently opposed objectives of the parties, one can only say with certainty that not taking these steps will create union resistance. Doing all this, however, does not guarantee lowered union resistance. A union official expressed pessimism in this regard, saying, "In the best of world, I would sit down as equal partners with management. But it is never going to be that way, not in large institutions. Not with the government pulling the purse strings."

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THE EFFECTIVENESS OF JOINT HEALTH AND SAFETY COMMITTEES AND SAFETY TRAINING IN REDUCING FATALITIES AND INJURIES IN BRITISH COLUMBIA FOREST PRODUCT MILLS

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The forest products industry experiences more serious accidents than any other industry in British Columbia. Permanent disability claims account for a significant percentage of mill claims. Fatalities continue to occur, although less than a few decades ago. British Columbia is not alone; other jurisdictions have also experienced higher accident and fatality rates in forest products. For example, the lumber and wood products accident rate in the United States is more than double the average for the private sector in that country.

For most of this century, government and industry leaders in this province have attempted to minimize health and safety-related losses in the forest industry. Since 1916, the ***British Columbia Workers' Compensation Act*** *has assigned responsibility to the Workers' Compensation Board for accident prevention, including enforcement and training assistance functions in the forest industry. In 1920, amendments to the Act introduced mandatory safety committees at every manufacturing plant, workshop, or logging camp with 50 or more employees. This was later extended to establishments with 20 or more employees. By 1944, the British Columbia Workers' Compensation Board had strengthened the level of joint worker-management responsibility through these committees. As stated in the annual report of that year: "Recognizing the right of labour to share in accident prevention work, the Board issued a direction making it a requirement for safety committees to be composed of an equal number of representatives of management and labour" (Workers' Compensation Board, 1944, pp. 5-6) However, these committees only have the authority to make safety recommendations.*

The Internal Responsibility System

British Columbia has been a leader in health and safety management through the 'internal responsibility system' philosophy. The basic idea behind this philosophy is that the day-to-day responsibility for workplace health and safety matters should be assigned jointly to employees and management. Government representatives should intervene only when the parties are unable to resolve health and safety problems or have failed to adequately address violations of government standards. Today, the internal responsibility system is the foundation of occupational health and safety statutes in several North American jurisdictions and European countries.

One of the main reasons for transferring responsibility for health and safety matters from government inspectors to workers and managers is that the workplace can be monitored on a regular basis by those who are most knowledgeable of the operation and have the most to gain from improved conditions. Moreover, by involving government inspectors only when their expertise or mediation services are required, direct government intervention is minimized and the costs to the taxpayer are significantly reduced.

Summarized from a report submitted to the Workers' Compensation Board of British Columbia, in November, 1997.

Two important elements of the internal responsibility system are joint health and safety committees and health/safety-related training. Joint committees in British Columbia consist of equal representation by workers and management. While only advisory at most worksites, they allegedly provide an important vehicle through which the workplace is monitored, hazards are identified, occupational injuries and illnesses are investigated, employee health and safety complaints are heard, and health and safety procedures are developed and promoted.

Health and safety training is a necessary part of the internal responsibility system because members must receive health/safety-related information in order to make meaningful decisions. The importance of training is further strengthened through the employee's 'right to know' about workplace hazards and his or her right to receive sufficient instruction to avoid unnecessary dangers.

Purpose of the Study

The benefits and limitations of the internal responsibility system have been widely debated, but few studies have empirically investigated internal responsibility system practices. Moreover, most studies have typically investigated joint health and safety committees and training activities across several industries without adequate controls for the unique tasks, technologies, and organizational structures found in different sectors of the economy. Consequently, the results are either very general or inconclusive.

The main purpose of the study was to increase our understanding of the capabilities of joint health and safety committees, health and safety training, and specific management initiatives to reduce fatalities and disabling accidents in the forest product mills of British Columbia. The second purpose was to identify corporate and mill characteristics that contribute to a safer work environment and lower injury rates.

The population surveyed included all forest product mills in British Columbia within the following categories: pulp and paper mills, sawmills and planing mills, and shingle and shake mills. Questionnaires were sent to all mills during 1995 and early 1996.[1] Respondents included 106 management and 59 employee representatives from 137 mills.

Preliminary Results

Accident Rates

Table 1 indicates that the mills participating in this study reported an average of 82.97 minor accidents per 100 person-years. The mean serious accident rate was 15.69 per 100 person years. The positive correlation between these accidents rates suggests that mills with higher minor accident rates are more likely to have higher rates of serious accidents. An analysis of variance revealed no significant differences in the minor or serious accident rates by mill type.

The fatality rate per 100 worker-years was .0064 with two fatalities occurring in 1994 among the mills responding to the survey.

Table 1

Minor and Serious Accident Rates

Type	Number of Mills	Mean per 100 person-years
Minor Accident	111	82.9680
Serious Accident	104	15.6907

[1] Accident rates were also reported for the 1994 calendar year.

1. Joint Health and Safety Committees

In Summary

- *Almost all mills in this survey have joint health and safety committees that have regular meetings and keeps a written record of those meetings.*
- *Almost all mills communicate joint health and safety committee meeting results to employees, most commonly by posting the meeting minutes. Mills that posted meeting minutes had fewer serious accidents.*
- *Employee and management representatives spend 6-7 hours per month on health and safety committee business and have served, on average, almost two years on the committee.*
- *Employee and management representatives enjoy, on average, good relations. Mills with a better joint health and safety committee relations have lower minor accident rates.*
- *Mills with longer meetings, that record meeting minutes, and send this information to the Workers' Compensation Board have lower serious accident rates.*
- *Most joint health and safety committees are responsible for inspecting the workplace, investigating accidents, determining the causes of work injuries, and reviewing the mill's occupational health and safety programs and practices.*
- *Health and Safety representatives rate their safety committees as fairly effective in terms of improving occupational health and safety knowledge, improving safety, and reducing hazards. More effective committees are associated with minor accident rates.*
- *Mill health and safety inspections occurred monthly on average and were conducted almost exclusively by committee members.*
- *Workers' Compensation Board mill inspections occur approximately once every six months, and committee employee representatives almost always accompany the inspector on these inspections.*

Structure, Representation, and Safety Policy

Information was collected from participating mills regarding joint health and safety committee structure, representation, and safety policy. Table 2 presents descriptive statistics for these variables. Almost all mills (93 per cent) have joint committees. Each mill had on average four active committees; the earliest was formed in 1945 while many were formed around 1980. Nearly half of the mills (46 per cent) had subcommittees. The overall quality of the mills' written health and safety policies was good (3.95 on a 5-point scale).

Both employee and management representatives spend 6-7 hours per month on health and safety business. Employee representatives serve an average of 22 months while management representatives serve an average of 24 months.

Table 2

Joint Health and Safety Committee Structure and Representation

Characteristics	Mean	SD	Number of Responses	Minimum	Maximum
Quality of written health and safety policy	3.95	.91	140	1	5
❶ Does mill have active joint committees?	1.93	.26	162	1	2
Number of active committees	4.11	5.04	139	1	25
Year joint committee first formed	79.74	11.50	74	45	96
❶ Does joint committee have subcommittees?	1.46	.50	91	1	2
Number of active subcommittees	4.74	5.24	34	1	30
Average months *employee* representatives have served on committee	21.79	13.25	57	12	60
Average months *management* representatives have served on committee	24.40	16.96	72	3	60
Average hours/month *employee* representatives spend on committee business	6.34	10.93	58	1	80
Average hours/month *management* representatives spend on committee business	6.74	9.19	90	1	80

❶ 1=No; 2=Yes

Representative Relations

The organizational literature advises that committee and team activities are more effective when participants are cooperative, trusting, friendly, and show mutual respect. Although it is difficult to objectively measure these concepts, the study asked participants to rate their relationship (1=Poor; 5=Excellent). As Table 3 reveals, there is generally a good relationship between management and employee representatives (3.99 on a 5-point scale) in terms of cooperation, respect, trust, and friendliness. However, some mills had less favourable relationships than others.

Table 3

Relations Between Management and Employee Joint Committee Representatives

Type of relationship	Mean	SD	Number of Responses	Minimum	Maximum
Conflicting vs cooperative	3.99	.94	150	1	5
No mutual respect vs good mutual respect	4.01	.94	147	1	5
Not trusting vs trusting	3.77	.99	146	1	5
Hostile vs friendly	4.16	.83	146	1	5
Current relationship	3.99	.87	151	1	5

Meetings

The study asked employee and management health committee representatives several questions regarding meeting activities, including schedules, agendas, and recommendations. Table 4 provides descriptive results of this information. All respondents reported that their mill had regularly scheduled meetings and 97 per cent of the committees meet on a monthly basis. The frequency of meetings ranged from 2 to 36 and lasted on average for about 2.23 hours. Most chairs or co-chairs (68 per cent) have the authority to call a meeting. Less common is the ability of management (42 per cent) and employee (34 per cent) members to call a meeting. However, in terms of determining the meeting agenda, employee members (64 per cent) have almost as much input as the chairs or co-chairs (64 per cent). Just over half of the management members (54 per cent) indicated that they could determine the agenda. Over half of the committees (3.53 on 5-point scale) distribute a written agenda prior to their meetings.

Almost all committees (4.89 on 5-point scale) kept a written record of their meetings. Almost 80 per cent (3.98 on a 5-point scale) send these minutes to the Workers' Compensation Board. Most issues are resolved through consensus rather than voting. The majority of recommendations have set dates for implementation and attach action plans. These self-

Table 4

Meeting Characteristics of Joint Health and Safety Committees

	Characteristics	Mean	SD	Number of Responses	Minimum	Maximum
	Meetings regularly scheduled	2.00	.00	59	2	2
	Frequency of meetings	12.51	4.08	148	2	36
	Duration of typical meeting	2.23	1.67	151	1	8
	Regular interval between meetings	1.97	.18	58	1	2
❶	Chair/co-chair can call meeting	.68	.47	59	0	1
❶	Any management member can call meeting	.42	.50	59	0	1
❶	Any employee member can call meeting	.34	.48	59	0	1
❶	Chair/co-chair sets agenda	.66	.48	59	0	1
❶	Any management member sets agenda	.54	.50	59	0	1
❶	Any employee member sets agenda	.64	.48	59	0	1
❷	Written agenda distributed before meeting	3.53	1.64	150	1	5
❷	Summary of meetings is recorded	4.89	.48	153	2	5
❷	Minutes sent to Workers' Compensation Board	3.98	1.64	148	1	5
❷	Reaches consensus rather than votes on issues	4.19	.94	152	1	5
❷	Set dates to implement recommendations	3.84	1.03	152	1	5
❷	Action plans attached to recommendations	3.59	1.18	152	1	5

❶ 0=False; 1=True ❷ 1=Never; 5=Always

reported characteristics suggest that these committees are effective at keeping meeting minutes, developing recommendations, and mutually agreeing on issues.

Correlations between meeting characteristics and the level of minor or serious accidents were generally in the predicted direction, but few were statistically significant. Mills with longer meetings have lower serious accident rates. Mills that record meeting minutes and send this information to the Workers' Compensation Board also have lower serious accident rates.

Communicating Meeting Results

To keep employees and management informed of health and safety changes, committees are encouraged to communicate the results of their meetings. Communication practices of the mills in the study are presented in Table 5. The percentages add to more than 100 per cent because most mills use more than one communication activity. Ninety per cent of the mills in the study post the meeting minutes. In addition, 30 per cent distribute the minutes directly to employees and 61 per cent distribute them directly to management. Newsletters are used by 23 per cent of the mills, and 40 per cent of the mills communicate meeting outcomes through meetings with employees. Only 3 per cent of the mills in the study do not formally communicate activities to mill employees. Mills that posted minutes in the workplace had fewer serious accidents. None of the other communication variables were significantly associated with minor or serious accident rates.

Table 5

Communicating Joint Health and Safety Committee Meeting Minutes

Communication Channels	Mean[1]	SD	Number of Responses	Minimum	Maximum
Posted in the workplace	.90	.33	153	0	1
Distributed to employees	.30	.46	153	0	1
Distributed to management	.61	.49	153	0	1
Described in a newsletter/memo	.23	.42	153	0	1
Described at employee meetings	.40	.49	153	0	1
Other formal communication methods	.09	.29	153	0	1
No formal communication	.03	.18	153	0	1

[1] 0=No; 1=Yes

Committees Responsibilities

Table 6 indicates that committees typically had major responsibilities related to workplace inspections, accompanying government inspectors, reviewing mill health and safety programs, obtaining information on existing hazards, investigating accidents, and determining the cause of workplace injuries.

Only two responsibilities were associated with minor or major accident rates. Serious accident rates are lower in mills where the committee determines the causes of work injuries. Serious accident rates are higher, however, where the committee is involved in reviewing dangerous substance programs. This correlation likely exists if firms with a record of serious accidents try to reduce these problems by inviting the committee to help review the dangerous substance program.

Table 6

Responsibilities of the Joint Health and Safety Committees

Description	Mean[1]	SD	Number of Responses	Minimum	Maximum
Inspect workplace	1.11	.32	152	1	2
Accompany government inspectors	1.36	.65	152	1	3
Review government inspection reports	1.52	.71	151	1	3
Review new technology etc. before use	1.85	.71	149	1	3
Review dangerous substance programs	1.72	.69	150	1	3
Review mills health and safety programs/practices	1.27	.46	151	1	3
Get information on other mill safety programs	1.89	.69	150	1	3
Get information on existing work hazards	1.45	.57	152	1	3
Investigate accidents	1.09	.29	152	1	2
Conduct job safety/hazard analysis	1.58	.72	151	1	3
Develop employee health and safety training programs	1.77	.64	151	1	3
Develop management health and safety training programs	2.25	.72	149	1	3
Monitor contractor health and safety practices	1.95	.72	151	1	3
Determine causes of work injuries	1.18	.42	151	1	3

[1] 1=Major; 2=Minor; 3=None

Perceived Committee Effectiveness

Participants were asked to evaluate the extent to which their safety committee is a decision-making body rather than an advisory or information sharing committee (see Table 7). Almost half were decision making committees and a third were advisory committees. The remainder described themselves as information-sharing committees. They were also asked to estimate the effectiveness of their committee on several dimensions. They were rated between fair to good in terms of effectiveness on each dimension. According to the employee respondents, approximately 75 per cent of committee recommendations are implemented, and almost all respondents reported that the health and safety committees assisted in complying with Workers' Compensation Board regulations.

There are several significant associations between perceived committee effectiveness and minor accident rates. As expected, committees perceived to be more effective had lower minor accident rates. Lower serious accident rates are related with the ability to obtain necessary changes in equipment, materials and work practices. In addition, lower serious accident rates are associated with decision making committees rather than advisory or information-sharing bodies. Greater implementation of recommendations was also related to fewer minor accidents.

Table 7

Perceived Joint Health and Safety Committee Effectiveness

Indicators	Mean	SD	Number of Responses	Minimum	Maximum
❶ Committee authority	1.73	.77	151	1	3
Percentage of recommendations implemented	76.70	23.85	56	5	100
Helps mill comply with Workers' Compensation Board regulations (1=Yes; 2=No)	1.05	.22	58	1	2
❷ Improving safety/reducing accidents	3.64	.92	152	1	5
❷ Reducing potential health and safety hazard	3.85	.86	153	1	5
❷ Obtaining necessary changes	3.70	.93	153	1	5
❷ Improving employee health and safety knowledge	3.58	.93	151	1	5
❷ Improving management health and safety knowledge	3.47	1.02	152	1	5
❷ Effectiveness (Composite)	3.65	.72	153	1.60	5.00
❸ Effectiveness (Overall)	2.23	.88	152	1	4

❶ 1=Decision-making; 2=Advisory 3=Information-sharing
❷ 1=Poor; 5=Excellent ❸ 1=Extremely well; 4=Not working well

Inspections and Investigations

Each safety committee representative was asked about inspections and investigations. The descriptive results, presented in Table 8, indicate that health and safety inspections occurred monthly on average. It was relatively rare for non-committee members to participate in these inspections. In most mills both employee and management members received written inspection reports. In addition, in over half of the mills, management not on the committee received copies of the inspection report.

Respondents rated the committees as effective (3.91 on a 5-point scale) in identifying workplace hazards through inspections. On average, accident investigations occurred within 1 to 3 days of the incident. Employee representatives were almost always included in investigations (3.59 on a 4-point scale) involving critical injuries or fatalities.

On average, Workers' Compensation Board mill inspections occur approximately once every 6 months. Employee representatives almost always accompany the Board inspector on mill inspections.

Mills where management members received inspection reports had lower serious accident rates. The frequency of employee representative participation in investigations involving critical injury or fatality was positively correlated with the serious accident rate. This positive association may suggest that a higher incidence of serious accidents motivates employee (including labour union) representatives to be involved in investigations.

Table 8

Occupational Health and Safety Inspections and Investigations

	Characteristics	Mean	SD	Number of Responses	Minimum	Maximum
❶	Frequency of health and safety inspections	2.01	.65	153	1	6
❷	Employee representative participates in inspection	.93	.25	59	0	1
❷	Management representative participates in inspection	.86	.35	59	0	1
❷	Other managers participate in inspection	.12	.33	59	0	1
❷	Other employees participate in inspection	.19	.39	59	0	1
❷	Other union staff participate in inspection	.10	.30	59	0	1
❷	Employee representative gets inspection report	.83	.38	59	0	1
❷	Management representative gets inspection report	.86	.35	59	0	1
❷	Other managers get inspection report	.54	.50	59	0	1
❷	Other employees get inspection report	.31	.46	59	0	1
❷	Other union staff get inspection report	.15	.36	59	0	1
❷	No inspection reports are prepared	.00	.00	59	0	1
❸	Effectiveness of inspections in identifying hazards	3.91	.87	151	1	5
❹	When is accident investigation started?	1.77	.76	57	1	5
❺	How often employee representative investigates accident	3.59	.79	59	1	4
❻	How often Workers' Compensation Board inspects mill	2.34	.98	152	1	4
❺	How often employee representative accompanies Workers' Compensation Board inspector	3.58	.76	151	1	4

❶ 1=Weekly; 6=Never ❷ 0=False; 1=True ❸ 1=Not effective; 5=Very effective
❹ 1=Same day; 5=>14 days ❺ 1=Every 3 months; 4=<18 months ❻ 1=Never; 4=Always

2. Occupational Health and Safety Training

In Summary

- *Almost all employee and management committee representatives receive some form of health and safety training, most commonly on Workplace Hazardous Materials Information Systems and accident prevention. Only half of employee representatives receive training on Workers' Compensation Board regulations.*
- *Occupational health and safety training of employee committee representatives was not associated with accident rates. However, the training of management representatives was related to lower serious accident rates.*
- *Mills with lower accident rates tend to offer more safety training courses to employees, managers, or both.*
- *Employee and management committee representatives rated each other as having a moderately high understanding of and concern for occupational health and safety hazards. However, employee representatives were viewed as having lower knowledge of Workers' Compensation Board regulations.*
- *Health and Safety representatives believe that mill employees have a fairly low level of knowledge regarding Workers' Compensation Board regulations, only a fair understanding of occupational health and safety hazards, and a moderate level of concern for these hazards. Mill managers were rated higher than employees in terms of their understanding and/or concern for hazards.*

Training is one of the cornerstones of the internal responsibility system. Employees, managers, and committee representatives require knowledge and skills in activities ranging from fire safety to accident investigation and problem solving. The study collected extensive information about training activities.

Training for Employee and Management Representatives

Table 9 identifies the extent that mills trained one or more employee representatives in specific training topics. Almost all employee representatives (98 per cent) receive some form of health and safety training. They are most likely to receive training on Workplace Hazardous Materials Information Systems (86 per cent) and accident prevention (92 per cent). It was surprising that only 53 per cent of the employee representatives receive training on Workers' Compensation Board regulations and that only 64 per cent had received training on First Aid/CPR. Training of employee representatives is quite limited on transportation of dangerous goods (25 per cent), problem solving techniques (24 per cent), and repetitive strain injury assessment (22 per cent).

A similar pattern for management representatives can be seen in Table 10. These results also indicate that management members are slightly better trained, although this could be due to different perceptions of training between management and employee representatives. As with employee representatives, management representatives are most likely to receive training in Workplace Hazardous Materials Information Systems (89 per cent) and accident prevention (88 per cent). They are somewhat more likely than employee representatives to receive training on First Aid/CPR (74 per cent) and Workers' Compensation Board regulations (72 per cent). Repetitive strain injury assessment and industrial hygiene were the least common forms of training for management representatives.

Only hazard recognition training for employee members was correlated with minor accident rates. Overall, there does not seem to be a relationship between the type of training received by employee representatives and either minor or serious accidents rates at the mill.

Mills have lower serious accident rates when their management representatives receive various types of occupational health and safety training. Almost every type of training for management representatives is significantly correlated in the predicted direction with serious accident rates. The strongest associations are reported for Workers' Compensation Board regulations and occupational health and safety inspection training. It is also noteworthy that mills had the highest rate of serious accidents where management representatives receive no training.

Table 9

Types of Training Received by Employee Representative

Description	Mean[1]	SD	Number of Responses	Minimum	Maximum
Workplace Hazardous Materials Information Systems	.86	.35	59	0	1
Transporting dangerous goods	.25	.44	59	0	1
First Aid/CPR	.64	.48	59	0	1
Occupational health and safety inspection	.58	.50	59	0	1
Problem-solving techniques	.24	.43	59	0	1
Industrial hygiene	.19	.39	59	0	1
Assess/control of dangerous substances	.34	.48	59	0	1
Accident prevention	.92	.28	59	0	1
Workers' Compensation Board regulations	.53	.50	59	0	1
Accident cause investigation	.66	.48	59	0	1
Repetitive strain injury assessment	.22	.42	59	0	1
Fire safety	.59	.50	59	0	1
Hazard recognition	.41	.50	59	0	1
Employee representatives receives no training	.02	.13	59	0	1

[1] 0=No; 1=Yes

Training for Mill Employees and Managers

Along with training safety committee representatives, mills provide varying amounts and types of training to mill employees and managers. Health and safety training offered to employees varied by job group. As shown in Table 11, the highest number of hours of training was provided to technical and professional employees (15.55 hours) and production and maintenance employees (13.57 hours) during their first six months of employment. Office and administration employees (5.19 hours) and sales and service employees (9.25 hours) received considerably less health and safety training during the same time period.

Table 12 reports on the number of safety courses offered to employees, managers, and safety committee members. On average, three to four health and safety training courses were offered to employees, management, and safety committee representatives. The Workers' Compensation Board provided, on average, slightly more than two health and safety training courses at each of the responding mills.

Employee and Management Representative Understanding of and Concern about Occupational Health and Safety Hazards

Employee and management representatives were asked to rate the level of knowledge and concern regarding occupational health and safety hazards. Ratings were on a 5-point scale from 1=Poor to 5=Excellent. Employee representatives rated management representatives, and vice-versa.

Table 10

Types of Training Received by Management Representative

Description	Mean[1]	SD	Number of Responses	Minimum	Maximum
Workplace Hazardous Materials Information Systems	.89	.31	94	0	1
Transporting dangerous goods	.39	.49	94	0	1
First Aid/CPR	.74	.44	94	0	1
Occupational health and safety inspection	.66	.48	94	0	1
Problem-solving techniques	.43	.50	94	0	1
Industrial hygiene	.29	.45	94	0	1
Assess/control of dangerous substances	.50	.50	94	0	1
Accident prevention	.88	.32	94	0	1
Workers' Compensation Board regulations	.72	.45	94	0	1
Accident cause investigation	.67	.47	94	0	1
Repetitive strain injury assessment	.27	.44	94	0	1
Fire safety	.68	.47	94	0	1
Hazard recognition	.52	.50	94	0	1
Management representative receives no training	.03	.18	94	0	1

[1] 0=No; 1=Yes

Table 11

Hours of Training for New Employees* in Specific Occupations

Occupations	Mean	SD	Number of Responses	Minimum	Maximum
Production/maintenance	13.57	19.23	46	1	80
Office/administration	5.19	3.64	16	1	12
Technical/professional	15.55	22.83	22	1	99
Sales/service	9.25	16.30	12	1	60

* During first six months of employment

Table 12

Number of Safety Courses Offered, by Target Group

Groups	Mean	SD	Number of Responses	Minimum	Maximum
For employees only	4.24	5.55	50	1	28
For managers only	3.21	3.76	42	1	22
For both employees and managers	3.70	4.81	76	1	30
For safety committee members only	3.18	3.65	61	1	22
Number of training sessions provided by Workers' Compensation Board	2.03	2.85	59	1	22

As Table 13 shows, employee respondents rated management members moderately high on all dimensions of understanding and concern. Safety concerns and understanding were higher than were health concerns and understanding, but the scores are generally consistent across all dimensions.

As Table 14 shows, management representatives believe that employee representatives have a high concern for health and safety, have a moderately good understanding of mill safety standards, and make a moderately good contribution to the committee. However, employee member knowledge of Workers' Compensation Board regulations is, on average, only fair (3.27 on a 5-point scale).

Table 13

Management Representative Understanding and Concern of Occupational Health and Safety Hazards (Employee Representatives Perceptions)

Characteristics	Mean[1]	SD	Number of Responses	Minimum	Maximum
General knowledge of workers' Compensation Board regulations	3.75	1.04	59	1	5
Understand mill safety hazards	3.98	.80	59	2	5
Understand mill health hazards	3.75	.84	59	2	5
Concern re mill safety hazards	3.97	.96	59	2	5
Concern re mill health hazards	3.69	1.03	58	2	5
Overall contribution to Joint Health and Safety Committee	3.78	.97	59	2	5
Average (Mean of all items)	3.82	.78	59	2.17	5.00

[1] 1=Poor; 5=Excellent

Table 14

Employee Representative Understanding and Concern of Occupational Health and Safety Hazards (Management Representatives Perceptions)

Characteristics	Mean[1]	SD	Number of Responses	Minimum	Maximum
General knowledge of workers' Compensation Board regulations	3.27	.75	93	2	5
Understand mill safety hazards	3.92	.65	93	2	5
Understand mill health hazards	3.56	.80	93	1	5
Concern re mill safety hazards	4.25	.80	93	2	5
Concern re mill health hazards	4.13	.77	93	2	5
Overall contribution to Joint Health and Safety Committee	3.82	.79	93	2	5
Average (Mean of all items)	3.82	.56	93	2.17	4.83

[1] 1=Poor; 5=Excellent

Mill Employees' and Mill Managers' Understanding of and Concern about Occupational Health and Safety Issues

Both employee and management representatives provided ratings for the level of knowledge and concern regarding occupational health and safety matters of mill employees and managers. Ratings were on a 5-point scale from 1=Poor to 5=Excellent.

Table 15 reveals that Joint Health and Safety Committee representatives believe that mill employees have a fairly low level of knowledge regarding Workers' Compensation Board regulations. Their understanding of health hazards is only fair. Surprisingly, mill employees concern for health and safety hazards is also not very high.

According to the results in Table 15, committee representatives rated mill managers higher than mill employees in every category. In particular, mill managers have a fairly high concern for and understanding of mill safety hazards. Their knowledge of Workers' Compensation Board regulations and understanding of health hazards is more moderate, however.

Table 15

Mill Managers' and Employees' Understanding and Concern of Occupational Health and Safety Hazards (Management and Employee Representative Perceptions)

Characteristics	Mean[1] Managers	Employees
General knowledge of workers' Compensation Board regulations	3.62	2.65
Understand mill safety hazards	3.91	3.56
Understand mill health hazards	3.66	3.17
Concern re mill safety hazards	4.08	3.67
Concern re mill health hazards	3.79	3.48
Average (Mean of all items)	3.81	3.31

[1] 1=Poor; 5=Excellent

3. Occupational Health and Safety Information

In Summary

- *Nearly three-fourths of surveyed mills conduct safety audits. Most audits are conducted monthly or annually and typically involve committee representatives. Mills that conduct safety audits have lower serious accidents rates.*
- *Most mills in the study have one or more labour unions. Unionized mills have lower serious accident rates.*
- *Labour-management relations at a typical mill are fair, but not good. Mills with better relations have lower serious accident rates.*
- *Serious accident rates are lower in mills where labour union officials have a good understanding of and concern for occupational health and safety hazards.*
- *Mills with higher job satisfaction, an emphasis on work teams, good quality communication, an emphasis on product/service quality, and a readiness to adopt new practices or technologies have significantly lower minor accident rates.*
- *Mills with better employee-management relations have significantly lower minor accident rates.*

Amount and Type of Information

Employee and management representatives were asked whether various types of information were made available to them (see Table 16). Joint Health and Safety Committee representatives in almost all mills surveyed receive company accident and health statistics, information on hazardous substances, material safety data sheets, and Workers' Compensation Board inspection reports. They were least likely to receive medical staff information, possibly reflecting the lack of medical staff at some mills or companies. Representatives were moderately satisfied with the amount (3.93) and type of information (3.78) available to them. Only 29 per cent of mills did not have written instructions supplementing the Workers' Compensation Board regulations. On average, employee representatives meet with other employees on a monthly basis to discuss health and safety issues (2.28 on a 7-point scale).

Audits and Sanctions

Table 17 reports information about internal safety audits and Workers' Compensation Board sanctions against the surveyed mills. Internal safety audits were reportedly conducted by 74 per cent of the mills. The frequency of these internal safety audits was generally either monthly or annually. Approximately 70 per cent of the employee and management safety committee representatives participate in the internal safety audits. Participation by management or union safety directors was less common, 40 per cent and 20 per cent, respectively. Other management and employee/union personnel participated in approximately one third of the internal safety audits. Mills received on average 12 Workers' Compensation Board sanctions in 1994 for the 32 mills responding to this question.

Table 16

Occupational Health and Safety Information

Description	Mean	SD	Number of Responses	Minimum	Maximum
❶ Company accident and health statistics	.95	.22	153	0	1
❶ Material safety data sheets	.93	.26	153	0	1
❶ Hazardous substances	.95	.22	153	0	1
❶ New equipment/processes	.62	.49	153	0	1
❶ Workplace medical staff information	.42	.49	153	0	1
❶ Workers' Compensation Board inspection reports	.95	.22	153	0	1
❶ Workplace safety staff information	.75	.43	153	0	1
❶ Workplace testing/monitoring information	.70	.46	153	0	1
❷ Satisfaction regarding the amount of information available to committee representatives	3.93	.89	153	1	5
❷ Satisfaction regarding the type of information available to committee representatives	3.78	.94	153	1	5
❸ Supplementary written instructions to Workers' Compensation Board's Industrial Health and Safety Regulations?	1.29	.46	150	1	7
❸ Frequency employee representatives meet with other employees	2.28	1.58	57	1	7

❶ 0=No; 1=Yes ❷ 1=Not satisfied; 5=Very satisfied ❸ 1=Weekly; 7=Never

Union Involvement and Relations

Table 18 provides descriptive information regarding union involvement in Joint Health and Safety Committees and occupational health and safety activities. Only 12 per cent of the mills in our sample did not have a union representing some or all employees. During 1994, unions filed 12 occupational health/safety-related grievances per mill, on average. Many union Joint Health and Safety Committee representatives (67 per cent) reported assistance available from regional or national union health and safety committees. In addition, many unions (60 per cent) employed safety representatives. Employee representatives meet on average every six months with union officers to discuss health and safety issues. Few mills (20 per cent) reported having employed full- or part-time company health and safety representatives.

Table 17

Occupational Health and Safety Audits and Sanctions

Characteristics	Mean	SD	Number of Responses	Minimum	Maximum
❶ Are internal safety audits conducted?	1.74	.44	149	1	2
❷ Frequency of internal safety audits	3.21	1.34	105	1	7
❸ Management representatives participate in audits	.70	.46	129	0	1
❸ Employee representatives participate in audits	.71	.46	129	0	1
❸ Management safety director participates in audits	.40	.49	129	0	1
❸ Union safety director participates in audits††	.20	.40	129	0	1
❸ Other management personnel participate in audits	.39	.49	129	0	1
❸ Other employee/union personnel participate in audits	.32	.47	129	0	1
Number of Workers' Compensation Board sanctions issued against mill in 1994	12.38	13.27	32	1	60

❶ 1=No; 2=Yes ❷ 1=Weekly; 7=Never ❸ 0=No; 1=Yes

Table 18

Union Involvement in Joint Health and Safety Committee and Occupational Health and Safety

Type of Involvement	Mean	SD	Number of Responses	Minimum	Maximum
❶ Any union representation?	1.12	.33	59	1	2
Number of committee representatives who are union officials	6.68	15.50	22	1	74
Number of occupational health and safety grievances in 1994	12.36	29.57	11	1	101
❷ Union has regional/national occupational health and safety committee	.67	.47	52	0	1
❷ Union has full/ part-time occupational health and safety representatives employed by company	.21	.41	52	0	1
❷ Union has full/ part-time occupational health and safety representatives employed by union	.60	.50	52	0	1

❶ 1=Yes; 2=No ❷ 0=No; 1=Yes

Table 19 presents perceptions by both employee and management representatives of the relationship between union officials and management at the mill. Scores hover slightly above the middle of the scale, suggesting that relations at a typical mill are fair, but not good. Trust is lowest (3.08) and friendliness is highest (3.46).

Table 20 presents ratings by management committee representatives of union leaders' perceived occupational health and safety understanding and concern. Management rated union leaders as having a fairly good concern for health and safety. Their understanding of health and safety is rated a little lower, and knowledge of Workers' Compensation Board regulations is only fair.

A correlational analysis revealed the following about union involvement in occupational health and safety. Employee safety committee representatives meet more often with union officers in mills with lower minor accident rates. Unionized mills were found to have significantly lower serious accident rates.

Mills with better labour relations also have lower serious accident rates. There is a clear relationship between the understanding and concern for occupational health and safety among union leaders and serious accident rates at the mill.

Table 19

Relations between Union Officials and Management

Type of Relationship	Mean	SD	Number of Responses	Minimum	Maximum
Conflicting vs cooperative	3.37	1.11	115	1	5
No mutual respect vs good mutual respect	3.36	1.06	115	1	5
Not trusting vs trusting	3.08	1.08	115	1	5
Hostile vs friendly	3.46	.99	114	1	5
Current relationship (Composite)	3.31	.98	115	1.00	5.00

Table 20

Union Leaders'
Understanding and Concern of Occupational Health and Safety Hazards
(Management Representative Perceptions)

Characteristics	Mean	SD	Number of Responses	Minimum	Maximum
General knowledge of Workers' Compensation Board regulations	3.17	.77	63	1	4
Understand mill safety hazards	3.58	.87	64	1	5
Understand mill health hazards	3.42	.83	64	1	5
Concern re mill safety hazards	3.89	.89	64	1	5
Concern re mill health hazards	3.83	.90	64	1	5
Average (Mean of all items)	3.58	.73	64	1.60	4.80

Mill Characteristics

In this final set of analyses, various mill characteristics are considered as well as employee-management relations and their associations with occupational health and safety accident rates.

Both employee and management representatives were asked to rate on a 5-point scale five mill characteristics, including job satisfaction, emphasis on work teams, quality of communication, product/service quality, and readiness to adopt new practices or technologies. Table 21 indicates that employee job satisfaction was rated moderately good (3.46 on a 5-point scale). Emphasis on work teams was neutral (3.05), although responses covered the entire range. Committee members gave their mill moderately favourable ratings for employee-management communication, as well as readiness to adopt new practices/technologies. A strong emphasis (4.02 on a 5-point scale) exists on product/service quality and improvement.

Table 21 also provides some information about employee involvement teams at the surveyed mills. Employee involvement teams (e.g., continuous improvement, quality circles) exist in 48 per cent of the mills sampled. Slightly less than three teams exist, on average, in the mills, but the range was from 1 to 9 teams. These teams meet on average once per month and are in general encouraged to discuss health and safety issues.

Table 22 presents ratings from employee and management representatives regarding relations between employees and management at the mill. The overall total score was 3.62 on a 5-point scale, indicating that employee-management relations are moderately favourable. Trust is somewhat lower than other dimensions of this scale.

Mills with higher job satisfaction, an emphasis on work teams, good quality communication, an emphasis on product/service quality, and a readiness to adopt new practices or technologies have significantly lower minor accident rates. There was a positive relationship between the serious accident rate and labour-management teams discussing safety issues. This, however, is likely an artifact of these teams being asked to address safety issues in mills with higher serious accident rates.

Table 21

Mill Characteristics

Description	Mean	SD	Number of Responses	Minimum	Maximum
Overall employee job satisfaction	3.46	.77	125	1	5
Overall emphasis on work teams	3.05	1.10	124	1	5
Overall quality of communication between employees and management	3.52	.89	125	1	5
Emphasis on product/service quality	4.02	.73	125	1	5
Readiness to adopt new practices/technology	3.65	.98	125	1	5
Average of above (Composite score)	3.54	.69	125	1.20	5.00
Any employee involvement teams? (1=No; 2=Yes)	1.48	.50	165	1	2
Number of active labour-management participation teams	2.71	2.20	63	1	9
Frequency labour-management teams meet	3.70	1.06	63	1	5
Labour-management teams discuss safety issues?	1.27	.48	64	1	3
Economic pressure re productivity	3.22	.70	127	1	4

Table 22

Employee-Management Relationships

Type of Relationship	Mean	SD	Number of Responses	Minimum	Maximum
Conflicting vs cooperative	3.66	.93	164	1	5
No mutual respect vs good mutual respect	3.63	.99	164	1	5
Not trusting vs trusting	3.43	1.01	163	1	5
Hostile vs friendly	3.75	.91	163	1	5
Current relationship (Composite)	3.62	.90	164	1.00	5.00

Conclusion

The main purpose of the study was to increase our understanding of the capabilities of Joint Health and Safety Committees, health and safety training, and specific management initiatives to reduce fatalities and disabling accidents in the forest product mills of British Columbia. The study also attempted to identify corporate and mill characteristics that contribute to a safer work environment and lower injury rates.

The study was hindered by political dynamics while this study was conducted, as well as incorrect information in official sources regarding the number and size of active forest products mills in British Columbia. As a single-time survey, one must also be cautious about interpreting the causality and direction of association among the variables in this study. In spite of the delay and methodological limitations, the study is able to provide preliminary information based on completed surveys from management and employee joint health and safety representatives at 137 mills.

Joint Health and Safety Committee Duties

The sudy supports the belief that mills fulfill their basic obligations on Joint Health and Safety Committees. Almost all mills have joint health and safety committees. Meetings are held regularly, and a written record of those meetings is kept. Moreover, meeting results are regularly communicated to employees, usually by posting the minutes. Most committees are responsible for inspecting the workplace, investigating accidents, determining the causes of work injuries, and reviewing the mill's occupational health and safety programs and practices. Mill health and safety inspections occur monthly on average and are conducted almost exclusively by committee members. Workers' Compensation Board mill inspections occur approximately once every six months, and employee representatives almost always accompany the inspector on these inspections.

The study provides some support for the idea that structured activities help to reduce accident rates. Mills with longer meetings, that record meeting minutes, and send this information to the Workers' Compensation Board have lower serious accident rates. Representatives rate their committees as fairly effective in terms of improving occupational health and safety knowledge, improving safety, and reducing occupational health and safety hazards.

Relations with Management

The study lends support to the idea that relations between the parties influences accident rates. Mills with better Joint Health and Safety Committee relations have lower minor accident rates. Fortunately, we found that employee and management representatives enjoy, on average, good relations. Mills with better relations between union officials and management have lower serious accident rates. Labour-management relations at a typical mill are fair, but not good. Mills with better relations between employees and management have significantly lower minor accident rates.

The influence of employee-management relations is also supported by the association between certain mill characteristics and accident rates. Specifically, mills with higher job satisfaction, an emphasis on work teams, good quality communication, an emphasis on product/service quality, and a readiness to adopt new practices or technologies have significantly lower minor accident rates. This suggests that cooperative and flexible relations, as well as an emphasis on quality, may contribute to lower accident rates.

Occupational Health and Safety Training

The study found that almost all employee and management committee representatives receive some form of health and safety training, most commonly on Workplace Hazardous Materials Information Systems and accident prevention. However, there seems to be insufficient training on Workers' Compensation Board regulations among employee representatives, which has led to limited knowledge of this subject matter.

Mills with lower serious accident rates tend to offer more training to management representatives. There is no clear relationship between accident rates and the type of training offered to employee representatives. However, mills with lower accident rates tend to offer more safety training courses to employees, managers, or both.

One of the greatest concerns is the perceived lack of understanding of occupational health and safety hazards among mill employees. Joint committee representatives also believe that employees only have a moderate level of concern for occupational health and safety hazards.

Unions

The results of the study lend support to the idea that the presence of unions helps to minimize accident rates, particularly serious accidents. However, this effect is more pronounced in mills where union officials have a good understanding of and concern for occupational health and safety hazards and, as noted above, where there exists favourable relations between union officials and management.

NEW FEDERAL SAFETY AND HEALTH LEGISLATION COMES INTO FORCE

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Federal labour legislation updating Part II of the Canada Labour Code received Royal Assent on June 30, 2000. Its provisions come into force on September 30th. The new legislation improves occupational health and safety standards and procedures for industries under federal jurisdiction. The legislation further empowers employer and employee stakeholders to take on more responsibility for their own well-being and creates a better balance between their role and that of government in ensuring safer and healthier workplaces for Canadians.

Part II of the *Canada Labour Code* regulates occupational safety and health standard practices in the workplace. The new legislation affects private and public sector workers in the federal jurisdiction, which includes the public service and crown corporations. It also encompasses international and interprovincial industries such as air, rail, roads, pipelines, banking, broadcasting, uranium mining, shipping and port services, and telecommunications.

The jurisdiction covers about 10 per cent of Canadian workplaces, protecting a million workers at 40,000 work sites across the nation. This workforce is critical to the economy of the country as it represents a core infrastructure that provides for key economic linkages both nationally and internationally.

Part II had not been substantially revised since the mid-1980s. As a result, when consultations began in 1993, they were extensive and recommendations were developed through client-groups using a consensus-based process. The resulting amendments to the *Code* are based on the recommendations coming out of this far-reaching and comprehensive process of discussion and negotiation.

At their core, the amendments clarify and strengthen the processes and procedures to be followed in the exercise of three long-standing elements of Part II of the *Canada Labour Code*: the employees right to know about hazards in the workplace and how to deal with them; their right to participate in health and safety matters, and the right to refuse dangerous work.

Major amendments to Part II of the *Canada Labour Code*

General Duties

Sections 124 and 125 pertain to the general and specific duties of employers to provide safe and healthy work sites. Section 125 spells out in considerable detail the scope of those duties. These sections also add the provision of safety and health training to both supervisory personnel and health and safety committee members, and require cooperation with policy and workplace committees. These are just a few of the responsibilities to be taken on by employers.

In a similar manner, section 126 details the responsibilities that employees must exercise to keep themselves, their work sites and their colleagues out of harm's way.

Internal Complaint Resolution and Changes to the Right to Refuse Dangerous Work

Section 127.1 details a streamlined Internal Complaint Resolution Process, where the parties themselves are urged to come to a timely resolution of identified safety hazards. There is a process laid out for the investigation of complaints, the duties of employers to identify and control exposure to workplace hazards and the referral to a health and safety officer when there is no agreement between the workplace parties on the nature of the resolution.

Section 128 deals with the right to refuse work procedure allowed under the *Code* – detailing who

can do what and when, and what their respective responsibilities are as the investigation of an allegedly dangerous situation proceeds.

Rights have been clarified and strengthened. For example, all employees who are prevented from working as a result of somebody invoking his or her right to refuse will be paid until the end of their shift.

Section 129 spells out what happens when a health and safety officer is called in when the employer and employee cannot agree on a resolution.

Employees now have the right to select a person from the workplace to participate in an investigation when a member of a health and safety committee is not available. The employer's or a safety officer's investigation cannot be delayed should either party forgo the right to be present. The employer has the right to discipline an employee found abusing the right to refuse dangerous work. An employee may appeal such discipline to the Canada Industrial Relations Board and the Public Service Staff Relations Board. Under such circumstances the burden of proof lies with the employer to demonstrate that the employee had abused the right to refuse.

Workplace Health and Safety Committees

Section 135 establishes the role of local health and safety committees in the workplace. These local committees are not new to the *Code*, but the new legislation expands their responsibilities. Committees will now regularly inspect their workplaces and are responsible for the investigation and resolution of complaints. This will improve the efficiency in the workplace by reducing the need for direct government intervention. If the parties cannot jointly resolve a disagreement over a possible contravention of the *Code* or the exercise of a right to refuse dangerous work, a government health and safety officer may intervene.

Section 136 calls for the appointment of health and safety representatives in workplaces having normally less than 20 employees or for which an employer is not required to establish a full fledged committee.

Similarly, section 140 lays out the enhanced roles and responsibilities for government health and safety officers, who will come to assist the parties if they reach an impasse over a possible contravention of the *Code* or the exercise of the right to refuse dangerous work.

Establishment of Policy Health and Safety Committees

Section 134.1 is new and introduces health and safety policy committees for the first time at the corporate level, for employers of over 300 employees. The responsibilities of these committees to look at the broad health and safety concerns at the corporate level are indicated in some detail.

Industries of this size comprise only 3.0 per cent of federally regulated employers, but employ over 85 per cent in the federally regulated workforce. The committees will be involved in a cross-section of activities, including development of prevention programs; investigations, studies and inspections; and the assessment of personal protective equipment. The establishment of these committees at the corporate level ensures that health and safety concerns are addressed at the highest management level.

Protection for Pregnant and Nursing Employees

Section 132 is a new section, that gives additional Part II protection to working pregnant and nursing employees, by spelling out the process and procedure they can invoke when they believe their work poses a risk.

Women who believe their workplace presents a danger to their foetus, or, in the case of nursing mothers, their baby, will have the right to remove themselves from the activity. This can be done without the loss of pay or benefits during the time a doctor's certificate is being obtained. The employer will have the right to assign the woman to other duties or require her to remain at work in a safe location.

Appeals and Review

Appeals of the health and safety officer's decision that "no danger" is present on a work site will now be heard by a technical expert, the Appeals Officer. The Canada Industrial Relations Board and the Public Service Staff Relations Board will no longer hear cases related to the right to refuse dangerous work, but continue to hear disciplinary complaints arising from exercising rights found in the *Code*.

Information Sessions

The Labour Program, along with its labour and management partners have now launched a series of national information sessions designed to provide stakeholders with implementation and enforcement information related to the specific provisions of the Bill C-12.

The intent of the legislation is to improve the statistical picture of work-related injury and illness, a picture that sees 60,000 suffering workplace injury or illness annually in the federal jurisdiction and three dozen die on the job each year. This new legislation will assist workplace stakeholders in bringing these figures down.

Access to a copy of Bill C-12 and its implications is available via the following Internet site:

http://labour.hrdc-drhc.gc.ca/doc/lab-trav/eng/

CODE OF PRACTICE FOR DISABILITY MANAGEMENT

National Institute of Disability Management and Research

Employers and workers around the world in today's rapidly changing economic and social environment are witnessing an increased focus on fiscal responsibility, corporate restructuring, and reassignment of public responsibilities. On the surface, they often face a range of competing interests within the context of workplace-based disability management. We often assume that effective reintegration is in conflict with and impairs economic competitiveness, and that simply assuring "adequate" benefit levels will allow disabled workers the ability to maintain a meaningful existence outside the workplace environment.

Best practice evidence and research, as well as continued successful implementation of effective disability management programs, have demonstrated that when properly developed, implemented, and administered, consensus-based disability management programs can effectively reduce the economic cost of disability on employers and workers by a substantial margin; while at the same time, maintaining employability for disabled workers. However, to ensure that these expectations are met within a balanced framework, which does not operate to either the detriment of the worker or the employer, a certain number of principal requirements in the design and implementation of the disability management policy/program will need to be met.

Introduction

In May 1998, representatives from labour, business and government witnessed the signing of an agreement between the International Labour Organization and the National Institute of Disability Management and Research under which the Institute would contribute to the development of the first International Labour Organization Code of Practice in Disability Management.

This proposal, put together by Canada's National Institute of Disability Management and Research, sets out much-needed guidelines for the fair and equitable treatment of workers with disabilities.

Developed within the Canadian context, the newly released Code of Practice for Disability Management developed by the Institute will form part of the basis in the development of an International Code of Practice as part of the collaboration agreement between the Institute and the International Labour Organization.

The Code also flows from a growing body of research documenting the many benefits of disability management and the growing demand for public policy and legislation in this area. It is also a development of the work of the National Institute's International Advisory Council that has brought together people from around the world involved with the employment of persons with disabilities and injured workers. The practice of disability management as a vehicle to promote return to work and job retention has grown into an international practice, especially in Canada, the United States, New Zealand, and Australia with interest in Europe and beyond.

All members of the working group, researchers, and advisors to this project agreed that the Code should set out responsibilities, principles, and guidelines in broad general terms, and not try to detail successful interventions and best practices in the Code. There is no "one size fits all" but there are many different examples reflecting culture, economic environment, and existing social programs. As was expressed at the working group meeting, the purpose was not to merely catalogue past practices, but to encourage innovation.

Disability Management Plan

Every workplace should have a plan to minimize the impact of disablement on the people it employs. The plan should be responsive to the size, nature, and culture of the enterprise and incorporate standards relevant to it and consistent with the Code of Practice. The plan should set policies and procedures which are communicated consistently to every employee

and management person. The plan should describe a **disability management process** that would apply when the employment of any person in the workplace is affected by their disability.

A disability management plan should clearly set out its values and objectives, and the means by which it will be evaluated. The plan should outline management support, set out rights and responsibilities within the company, and describe the involvement of different personnel depending on the complexity of the case. The process should outline how the needs of the individual will be accommodated by the workplace while protecting confidentiality and the health and safety of the person and co-workers.

The plan should describe how managers, supervisors, co-workers, and worker representatives effectively participate in the disability management process.

The plan should designate a competent person to act as Return to Work Coordinator/Disability Management Professional and describe how confidentiality and accountability is maintained. The plan should include a forum for ongoing labour-management collaboration and describe, where there is no union, a role for worker representatives. Wherever possible, a joint labour-management committee should be established to oversee implementation and evaluation of the program.

The plan will describe how the disability management process will be interconnected with the occupational health and safety program of the workplace to ensure input in return to work and ongoing prevention activities.

Where a person with a disability requires accommodation or work modification, a written agreement signed by the worker, the worker's supervisor, and a person designated as responsible in the disability management program should describe the type and duration of the accommodation(s) or modification(s), access to health care or any other support service, and provide a process of review on request as well as at specified intervals.

Disability Management Process

The disability management process requires the coordination of health care and support services, return-to-work planning, coordination of financial resources and information, and occupational health and safety.

Health Care and Support Services are those services which are required for the diagnosis, treatment, and rehabilitation of a person with a disability. The role of these services in the process is to facilitate the most effective use of these resources in such a way as to promote recovery and sustain employment.
Effective disability management requires the coordination of all service providers and timely delivery of appropriate services. These services can be medical, vocational, or social; therapeutic or rehabilitative. These services should be provided according to need and suitability. Assessment of need and evaluation of effectiveness should be carried out under the supervision of the person's health care provider. Coordination of and referral to these services is critical and may be handled by the Return to Work Coordinator/Disability Management Professional.

A person who requires support services is entitled to choose their health care provider and should receive full disclosure of information prior to providing consent to participate in any other service.

Return-to-work planning is the identification and coordination of employment opportunities available in the workplace to facilitate continued and productive employment of a person with a disability. An opportunity would be evaluated for its suitability for the different conditions and limitations experienced by the person with a disability, and be reviewed by a qualified person to ensure that it is safe for the individual being considered.

Return to work planning should be facilitated by a Return to Work Coordinator/Disability Management Professional and/or a labour-management committee where available. The person with a disability is involved with input from his/her health care provider, and advocate when requested.

Opportunities for return to work can be described in three categories:

Return to work without restriction – These are opportunities where the disability, if any, does not interfere with the person's ability to work safely and therefore he/she can return to regular duties.

Return to work while the person is still recovering – These are opportunities where the process of recovery would not be harmed by the work to be performed and may be improved by work. They are temporary and subject to regular review. Arrangements are made

to provide modifications to the demands of the job, the hours of work and other necessary accommodations such as access to treatment and therapy.

The high risk of re-injury and/or exacerbation of the disability in these circumstances requires special attention to safeguards such as:

a) obtaining information on the person's capacity to do the job,
b) evaluating the work to be done, and
c) providing for reviews.

Return to work when the disability is permanent or expected to last a long time – These are opportunities that are accommodated to the limitations presented by the person's disability. Accommodations may be permanent in that they are designed to always apply or in that they are available in the event of the recurrence of a disability.

The job to which the person may be assigned will be evaluated by a qualified person to determine how the job duties can be performed safely given the activity limitations of the person for whom the job is being offered. In conducting this evaluation, the assessor will be guided by the duty to accommodate.

Coordination of financial resources and information is necessary for the provision of worker support and return to work planning, and to provide income support for the person with a disability when work is not suitable or available. These resources may be provided by different benefit programs, public and/or private, and may have differing eligibility criteria and results. The determination of eligibility for financial resources should be handled in such a way as to promote a cooperative relationship which does not impair worker support and return to work. Services should be systematically monitored, records should be kept, and claims documented for subsequent review and statistical analysis.

Where it appears that an adversarial situation is developing regarding any aspect of the disability management process, a timely and effective dispute resolution process should be triggered.

Occupational Health and Safety is a separate program in the workplace that, in conjunction with the disability management process, works to reduce the occurrence and impact of disabling accidents, injuries, and illnesses. Where the return to work process identifies safety or health problems with a job, occupational health and safety representatives should be asked to review and advise. Both programs need to share aggregate information to assist in planning and revising both programs. These complimentary activities are critical to confidence in the disability management program.

Of particular importance is the development and the implementation of ergonomic and environmental assessments of jobs to identify and reduce the risk of exposure of workers to adverse health barriers to work and job retention, and the promotion of effective accommodation for persons with disablements by the work environment.

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To complement this second article by the National Institute of Disability Management and Research, the Workplace Information Directorate has provided two examples of provisions from collective agreements regarding the employment of persons with disabilities. The two provisions include various items put forward by the Institute regarding return-to-work planning.

The **CAMI Automotive Inc.** agreement refers to the involvement of a Placement Coordinator and a joint labour-management committee to identify and coordinate the return-to-work process for a disabled worker. The committee is also planning to establish a manual that will set out the procedures involved in this process.

The **Noranda Mining and Exploration Inc.** agreement refers to the possible involvement of an ergonomist or other specialist, as needed, to help adapt a workstation to an individual's specific disabilities.

Contract Language in Collective Agreements

CAMI Automotive Inc. *and* Canadian Autoworkers Union, Local 88

Article 14 of the 1998 to 2001 collective agreement provides the outline of an employment program for disabled persons. The union and the company agree that, in an effort to accommodate and facilitate an employee's return to work while he/she is still recovering following an accident or illness, any re-assignment should first be considered in his/her team of record and his/her section before another team is considered. When a transfer is necessary, it will be provided in consideration of the employee's return to his team of record as soon as he has recovered. Should an employee be re-assigned permanently because he is unable to perform his previous job because of a disability, or because of the high risk of re-injury and/or exacerbation of the disability, this employee shall not be re-assigned if it means displacing an employee with more seniority, unless both parties agree.

As well, in a letter of understanding, the parties recognize their obligation to accommodate permanently disabled employees. The letter describes guidelines to identify a position that accommodates the limitations presented by the person's disability. It also refers to a joint committee to supervise the placement process, establish a procedure manual, and resolve any disputes.

Article 14. Incapacitated Employee

An employee who has been incapacitated as a result of injury or disease may be employed in other work in the plant without regard to the seniority being applicable to a layoff.

CAMI and the union agree that, where practical, reassignment for the purposes of accommodating medical restrictions and facilitating rehabilitation should be identified within the employee's team and section prior to transfer to another section. In those instances where reassignment/transfer is required, it shall be undertaken with the intent of returning the rehabilitated employee to their assigned team.

CAMI and the union agree that in those instances in which an employee is permanently reassigned within the section or permanently transferred to a team in another section as a result of inability to perform the work previously assigned, or due to an unacceptably high risk of re-injury, such employee shall not be reassigned so as to displace an employee on the same team with higher seniority, unless otherwise agreed to by the parties. Displacement of the lowest seniority employee will occur when the employee in rehabilitation is permanently placed.

Letter of Understanding

During the negotiations, CAMI and the union discussed a placement process for the accommodation of *permanently* disabled employees. Both CAMI and the union acknowledge their obligations to the accommodation of *permanently* disabled employees.

These agreed guidelines will be followed:

1. The injured worker must report to the CAMI Health Centre, bringing with them all medical notes and documentation with respect to their medical diagnosis and level of disability, and applicable restrictions. Restrictions must be written by either a specialist or the Workplace Safety and Insurance Board or as agreed to mutually by the committee. The CAMI Health Centre will provide a copy of the permanent restrictions, with written consent of the employee, to the Employee Assistance/Substance Abuse/Placement Committeeperson.

2. Suitable work will be identified according to the steps listed below, and will be offered in accordance with seniority, or other provisions of the collective agreement. The steps taken to search for suitable work for the disabled employee will be documented by the Placement Coordinator and the Employee Assistance/Substance Abuse/Placement Committeeperson. When a permanent placement is to be made, written notification will be provided to the Plant Chairperson and the affected Zone Committeeperson. The Zone Committeeperson will also receive written notification of all temporary placements.

3. The initial search for suitable work (the ability to perform at least 50 per cent of the jobs on the team) will be in the employee's team of record (last permanently documented team). CAMI will endeavour to accommodate the essential duties of the work through workplace modifications.

4. If unsuccessful in step three, the search expands in the order of teams as mutually agreed to by the Placement Review Committee.

5. If unsuccessful in step four, the same steps will be followed considering the ability to perform less than 50 per cent of the jobs on the team, but greater than one job, commencing with the employee's team of record.

6. If step five is unsuccessful, the same procedure will be followed considering singular work.

7. When a permanently disabled employee becomes permanently placed on a team they will displace the junior employee of the combined shifts on the team and that becomes the permanently disabled employees team of record.

It was agreed that CAMI and the union will each appoint three representatives to the Placement Review Committee. The purpose of the Placement Review Committee is to monitor the placement process, and to meet quarterly and as-needed to review placements. The Committee will establish jointly a procedure manual with changes as mutually agreed. The Committee will decide when singular work should be offered and/or when employees may be placed in the plant without regard to seniority provisions of the agreement, subject to their seniority being applicable to a layoff.

If a dispute arises from the process as to the suitability of work offered or degree of impairment of an individual, the Placement Review Committee will meet to attempt to resolve the dispute. If the Placement Review Committee cannot resolve the dispute, the Committee may require the employee to attend an Independent Medical Examination and a Functional Abilities Evaluation. The results of the medical examination will be binding on the employee, the union, and the company.

Noranda Mining and Exploration Inc., Brunswick Mining Division *and* United Steelworkers of America, Local 5385

The language of the 1997 to 2000 agreement stipulates that the company and the union recognize their responsibility to make every reasonable effort to continue to provide employment to an employee who has a disability resulting from an occupational or non-occupational accident or illness. In addition, it states that an employee returning to work should normally return to the job he held immediately before his absence. Notwithstanding the foregoing, in the event that he is no longer able to perform his existing position at full capacity, the Company will review the position requirements and the employee's limitations, and determine whether it is possible to make certain modifications to allow the employee to maintain his position. Where appropriate, the parties agree to consider the involvement of certain specialists. In the event that it is impossible to accommodate a disabled person, the employee shall have rights to displace an employee who has less seniority. Here again, as needed, efforts will be made to determine whether it is possible to make certain modifications to the employee's position. The agreement also stipulates that the Company may assign a vacant position to a disabled employee, notwithstanding the standard job posting procedure. In the event that it is impossible to re-assign a disabled employee using the alternatives mentioned, the Company and the Union agree to meet and assess possible work alternatives for the employee.

Finally, when an employee, because of a disability resulting from an occupational accident or illness, is re-assigned permanently to a job which is at a lower standard hourly rate, he shall continue to be paid at the standard hourly rate for his previous job; although red-circled.

Article 14 – Disabled Employees

14.01 The company and the union recognize their responsibility to make every reasonable effort to continue to provide employment to an employee who has a disability which is the result of an occupational or non-occupational accident or illness. The company may refer an employee to an independent medical evaluation in order to determine whether or not this employee is eligible under the

provisions of Article 14. This independent medical examiner will be selected jointly by a physician of the employee's choice and by a physician of the company's choice.

(a) An employee returning to work after an absence due to an accident or illness shall return to the position he held immediately before his absence. In the event that he is no longer able to perform his existing position at full capacity, the company will review the position requirements, the employee's limitations, and determine whether it is possible to make certain modifications to allow the employee to maintain his position.

(b) Where this is not possible, the employee shall have rights to displace an employee who has less seniority according to the provisions of article 9.03(a) i), iv) and v). At each stage in the displacement procedure, the company will review the position requirements and the employee's limitations, and will determine whether it is possible to make certain modifications to allow the employee to be assigned to this position.

(c) The company may, at the time an employee returns to work after an absence due to an accident or illness, assign an employee with a disability to a position that would normally become available under article 9.05 in which case the normal requirements and provisions for job posting will not apply.

(d) Where appropriate, the company will consider, after consultation with the union, the involvement of an ergonomist or other specialist to help evaluate possible modifications to positions as outlined above.

14.02 In the event that it is impossible to accommodate a disabled employee under the provisions of article 14.01 and the employee would otherwise leave the property as a result of his disability, the company and the union will meet and assess possible work alternatives for this employee.

14.03 An employee who returns to work in accordance with the provisions of this Article 14 and is unable to perform his previous job because of a disability which is the result of an **occupational** accident or illness, shall continue to be paid at the standard hourly rate for that job if he performs a job which is at a lower standard hourly rate. He shall continue to receive the higher rate until such time as a job becomes available at the same or a higher rate than the rate which he is being paid. However, the employee shall have the option to exercise his rights under Section 9.05(a).

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

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Federal: *An Act to amend the Canada Labour Code (Part II) in respect of occupational health and safety, to make technical amendments to the Canada Labour Code (Part I) and to make consequential amendments to other Acts*; Bill C-12 Assented to June 29, 2000

This Act will bring many significant amendments to Part II (Occupational Health and Safety) of the *Canada Labour Code*. Its purpose is to realign responsibilities for work place health and safety, placing a greater onus on employers and employees to work together to ensure a healthy and safe working environment. It will also modernize existing requirements, and provide a more favourable regulatory framework for the shift in onus to occur, while, at the same time, requiring less government intervention. Finally, the amendments will ensure that work place health and safety concerns, on the whole, are identified and resolved in a more flexible, timely and cost-effective manner.

The **key components** of the Act are described below:

Creation of an internal complaint resolution process to assist the parties in the work place in resolving problems in a more independent and timely manner

This internal occupational health and safety complaint resolution process will have to be used before other recourses available under Part II of the Code, except the right to refuse or continue to refuse dangerous work and the right of pregnant or nursing employees to temporarily withdraw from dangerous work (see the last page of this summary for more information about this right). The process will include the following main steps: complaint by the employee to his/her supervisor; attempt by them to resolve the complaint as soon as possible; and referral of an unresolved complaint, on the initiative of either of them, for joint investigation by an employee member and an employer member of the work place committee (i.e., the work place health and safety committee) or by a health and safety representative and a person designated by the employer. If the complaint is found to be justified, the employer must, in writing and without delay, inform the persons who investigated of how and when it will resolve the matter and must take appropriate action. If the persons who investigate the complaint conclude that a danger exists, the employer must, on receipt of a written notice, ensure that no employee is exposed to that danger until the situation is rectified. The employee or employer may refer a complaint that there has been a contravention of Part II of the Code to a health and safety officer in the following circumstances: the employer does not agree with the results of the investigation; the employer has failed to take action to resolve the matter or to inform the persons who investigated the complaint of how and when it intends to proceed; the persons who investigated the complaint do not agree as to whether it is justified.

Establishment of mandatory policy health and safety committees

Every employer who normally employs directly 300 workers or more will be required to establish a policy health and safety committee, with at least equal representation from employees who do not exercise managerial functions. However, a collective agreement or other agreement may provide that members of a policy committee may include persons who are not employees. Such a committee will have a number of duties, including the following: to participate in the development of health and safety policies and programs; to consider and expeditiously dispose of matters concerning health and safety raised by members or referred to it by a work place committee or a health and safety representative; to participate in the development and monitoring of a prevention program that also provides for the education of employees in health and safety matters; to monitor data on work accidents, injuries and health hazards; and to participate in the planning of the implementation and in the implementation of changes that might affect occupational health and safety. A policy committee will also have certain powers, such as requesting from

an employer any information it considers necessary to identify existing or potential hazards with respect to materials, processes, equipment or activities in any of the employer's work places; and having full access to all government and employer reports, studies and tests relating to the health and safety of employees in the work place; however, access to medical records will require the person's consent.

Enhancement of the powers and functions of work place health and safety committees and representatives

The duties of a work place health and safety committee and health and safety representative will be expanded. They will, for example, include the following:

- to participate in the implementation and monitoring of a program for the prevention of hazards in the work place that also provides for the education of employees in health and safety matters and, where the program does not cover certain hazards unique to the work place, to participate in the development, implementation and monitoring of a similar program for the prevention of those hazards;

- to assist the employer in investigating and assessing the exposure of employees to hazardous substances; and

- to inspect each month all or part of the work place, so that it is inspected in its entirety at least once each year.

A work place committee or health and safety representative may request from an employer in respect of the work place any information that the committee or representative considers necessary to identify existing or potential hazards with respect to materials, processes, equipment or activities.

The provisions relating to health and safety representatives will be modified so that a representative is appointed in each work place at which fewer than 20 employees are normally employed or for which an employer is not required to establish a work place health and safety committee.

A member of a policy health and safety committee or work place health and safety committee or a health and safety representative will be compensated by the employer for time spent performing his/her functions (including authorized preparation and travel time), whether performed during or outside the member's or representative's regular working hours, at the regular rate of pay or premium rate, as specified in the collective agreement or, if there is no such agreement, in accordance with the employer's policy.

Enhancement of employers' duties

Note: *In the following text, the word "prescribed" means prescribed by regulation or determined in accordance with rules prescribed by regulation.*

Employers' duties will be expanded to include, among others, the following: to ensure that the work place, work spaces, procedures as well as machinery, equipment and tools used by the employees in the course of their employment meet prescribed ergonomic standards; to ensure that members of policy and work place committees and health and safety representatives receive the prescribed training in health and safety; to ensure the availability in the work place of premises, equipment and personnel necessary for the operation of the policy and work place committees; to cooperate with the policy and work place committees or the health and safety representative in the execution of their duties; to develop health and safety policies and programs in consultation with the policy committee or, if there is no such committee, with the work place committee or the health and safety representative; to respond in writing to recommendations made by the policy and work place committees or the health and safety representative within 30 days after receiving them, indicating what, if any, action will be taken and when it will be taken; to investigate and assess employee exposure to hazardous substances in the manner prescribed, with the assistance of the work place committee or the health and safety representative; to provide to the policy committee, if any, and to the work place committee or the health and safety representative, a copy of any report on hazards in the work place, including an assessment of those hazards; and to ensure that the work place committee or the health and safety representative inspects each month all or part of the work place, so that every part is inspected at least once each year.

Additional duty for employees

It will be an obligation for every employee to report to the employer any situation that he/she believes to be a contravention of Part II of the Code by the employer, another employee or any other person.

Refusal to perform dangerous work

A number of changes will be made to the provisions dealing with the right to refuse dangerous work.

Where an employee reports to the employer that he/she refuses to perform dangerous work, the employee will have to inform the employer whether he/she intends to exercise recourse under an applicable collective agreement or Part II of the Code. The selection of recourse will be irrevocable, unless the employer and employee agree otherwise.

An employee will have the right to select a person from the work place to be present during an investigation by the employer where a member of a work place committee having no managerial functions or a health and safety representative is not available.

The Code will specify that, unless otherwise provided in a collective agreement or other agreement, employees affected by a stoppage of work arising from the internal complaint resolution process, the right to refuse or continue to refuse dangerous work or a direction of a health and safety officer to an employer are presumed to be at work for the purposes of calculating wages and benefits until work resumes or until the end of their shift or scheduled work period, whichever comes first. The same applies to employees who are due to work on the next scheduled work period or shift, unless they have been given at least one hour's notice not to attend work.

An employer may assign reasonable alternative work to employees who are deemed to be at work under the above-mentioned provisions. Unless otherwise provided in a collective agreement or other agreement, employees who are paid wages or benefits under these provisions may be required by the employer to repay those if it is determined, after all avenues of redress have been exhausted by the employees who exercised the right to refuse or to continue to refuse dangerous work, that they exercised these rights knowing that no circumstances warranted such action.

Right to temporarily withdraw from dangerous work for pregnant or nursing employees

In addition to having the right to refuse dangerous work under Part II of the Code, an employee who is pregnant or nursing may, under the new legislation, cease to perform her job if she believes that continuing any of her current job functions may pose a risk to her health or that of the foetus or child. The employee must consult with a qualified medical practitioner of her choice as soon as possible to establish whether there is such a risk. When a decision is made as to whether there is a risk or not, the employee may no longer cease to perform her job under these provisions. Depending on the circumstances, she may seek a reassignment or job modification, as provided under Part III of the Code, or any other right conferred by a collective or other agreement or by any terms or conditions of employment. During the period she ceases to perform her job under these provisions of Part II of the *Code*, the employee is considered to continue to hold the job and continues to receive the related wages and benefits, whether or not she has been reassigned to another job that does not pose the risk mentioned above.

Other changes

Other changes to the occupational health and safety provisions of the *Canada Labour Code* include the following:

- the enhancement of the powers of health and safety officers to improve their efficiency and effectiveness;
- the streamlining of the appeal process for the review of decisions and directions of health and safety officers (i.e., the appeals will be made to an appeals officer whose decision will be final, except for appeals that may be permitted under the *Federal Court Act*); and
- the updating of penalties when there is a contravention of Part II of the Code (on summary conviction: maximum fine of $100,000, but maximum of $1,000,000 for offences resulting or likely to result in the death of, or serious illness or injury to an employee; on conviction on indictment: maximum fine of $1,000,000 and/or, except for some specified offences, imprisonment for a term not exceeding two years).

The Act also makes technical amendments to Part I of the *Canada Labour Code* (Industrial Relations).

Except for these amendments to Part I of the *Canada Labour Code*, which took effect on June 29, 2000, the Act will come into force on September 30, 2000.

Federal: *Budget Implementation Act, 2000*; Bill C-32 Assented to June 29, 2000

The *Budget Implementation Act, 2000* modifies several laws, including provisions dealing with the duration of parental benefits contained in the *Employment Insurance Act*, which will increase from 10 to 35 weeks.

A companion amendment to the *Canada Labour Code* will extend the duration of parental leave from 24 to 37 weeks to allow employees to take time off from work during the period where parental benefits can be paid under the Employment Insurance legislation. As is currently the case, the period during which parental leave may be taken will be the 52-week period from the day on which the child is born or comes into the care of the employee. Also, the maximum aggregate amount of parental leave that may be taken by two employees in respect of the birth or adoption will be increased from 24 to 37 weeks.

Under a new section, the maximum aggregate amount of maternity and parental leave that may be taken by one or two employees in respect of the birth of a child will be 52 weeks. The amendments to the *Canada Labour Code* described above will come into force on December 31, 2000.

Section 43 of the *Budget Implementation Act, 2000* provides that the *Canada Labour Code* will be further amended if the *Modernization of Benefits and Obligations Act* (Bill C-23) receives Royal Assent, which it did on June 29, 2000. This amendment to section 206.1 of the *Code* will extend parental leave to same-sex partners adopting a child. The purpose of the new version is to accommodate upcoming changes to the *Employment Insurance Act* which will in effect extend employment insurance parental benefits to same-sex partners adopting a child (section 107 of Bill C-23). The amendment will take effect on the later of the coming into force of section 107 of the *Modernization of Benefits and Obligations Act* (Bill C-23) and December 31, 2000, when the changes to the Code described in the preceding paragraphs come into force.

British Columbia: The *Miscellaneous Statutes Amendment Act* amending the *Employment Standards Act*; Bill 24 Assented to July 6, 2000

Bill 24 introduces, among other things, important changes in regard to parental leave.

The changes to the parental leave provisions are meant to accommodate the changes to the employment insurance legislation which, as of December 31, 2000, will extend the payment of parental benefits from 10 to 35 weeks. Thus, under Bill 24, in the case of a mother taking pregnancy leave, parental leave is extended from 12 to 35 weeks. For birth fathers, adopting parents, or birth mothers who do not take maternity leave (a situation not specifically covered in the repealed provision), parental leave is extended by a further two weeks, to 37 weeks, to take into account the employment insurance legislation requirement to serve a two-week waiting period before employment insurance benefits can be paid. (For birth mothers taking pregnancy leave, the two-week waiting period is already served in connection with the pregnancy leave.)

Moreover, pregnancy leave is reduced from a maximum duration of 18 to 17 weeks in order to reflect the employment insurance legislation. Changes brought by Bill 24 also provide that pregnancy leave may not start later than the actual birth date and end later than 17 weeks after the actual birth date. Finally, the total combined number of weeks of pregnancy leave and parental leave is increased to 52, from the current 32.

These amendments to the *Employment Standards Act* will come into force on a date set by regulation of the Lieutenant Governor in Council.

Quebec: Order in Council regarding the coming into force of certain provisions of the *Act to amend the Act respecting labour standards and other legislative provisions concerning work performed by children*; O.C. 814-2000 Gazetted July 5, 2000

Under the Order in Council, sections 84.6 and 84.7 of the *Act respecting labour standards* came into force on July 20, 2000.

Both sections were proposed as part of the *Act to amend the Act respecting labour standards and other legislative provisions concerning work performed by children* (Bill 50) which was assented to November 5, 1999, and which came into force on February 1, 2000, with the exception of sections 84.6 and 84.7, which were to come into force on a date to be fixed by the government.

Section 84.6 prohibits employers from having work performed by a child between 11 p.m. on any given

day and 6 a.m. on the following day, except in the case of a child no longer subject to compulsory school attendance, or in the case of newspaper deliveries, or in any other case determined by regulation. For its part, section 84.7 provides that employers who have work performed by a child must schedule the work so that, considering the child's family place of residence, the child may be at his/her family residence between 11 p.m. on any given day and 6 a.m. on the following day, except in the case of a child no longer subject to compulsory school attendance or in cases determined by regulation.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

http://labour.hrdc-drhc.gc.ca/

and click on "Canadian Labour Law Information".

YESTERDAY AND TODAY

Profit Sharing

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Fifty Years Ago...

The first conference of the Profit Sharing Council of America (formerly the Council of Profit Sharing Industries) was held in Canada. Employees of the 250 American and 15 to 20 Canadian firms represented at the conference, had a share in the companies' profits in addition to their usual wages and benefits. One of the questions asked at the conference was "Does profit sharing work?"

One executive told of the union grievance committee in his firm making every effort to cut down overtime work because the extra pay reduced profits to be shared among the workers.... Another member, James Lincoln, president of the Lincoln Electric of Cleveland, said "The biggest trouble with present industrial relations is that there's no opportunity for the average employee to fully develop any latent ability... Profit sharing bridges the gap. If workers have latent ability, they get an opportunity to display it and get rewarded for it." Another member suggested that "profit sharing plans eliminate the dividing line. Workers feel they belong, that they are not just another cog in an impersonal machine. They get a sense of participation. The results are happier workers, no more industrial warfare, higher wages and higher returns for management, lower prices for customers."

According to one company on "What is the attitude of union leaders?" it was suggested that while the union was suspicious of the profit sharing scheme when it was first put in, the union was now cooperating fully. Another member cautioned that union cooperation was more likely to be forth coming at the local level since the policy of big unions on the national level was generally to be suspicious of profit sharing."

Today...

Recent surveys by the Conference Board of Canada, Canadian Compensation Association and Employee Stock Ownership Association report that variable pay programs and incentive pay in general, including profit sharing and employee stock ownership, are on the rise, especially in new economy firms.

Profit sharing is still viewed as a strong attraction and retention tool and as a means of sharing in the wealth created by all workers. Profit sharing is still believed to give workers a sense of participation in free enterprise, bring higher wages and profits and reduce labour-management strife.

The tenets of profit sharing have changed very little in 50 years. However, it is over the last decade that the use of incentive systems, including profit sharing, has been adopted by an increasingly large number of Canadian and American companies. Moreover, the biggest shift has been the tendency for organizations to expand inclusion and participation to all occupational groups, including hourly-rated employees and unionized groups.

WORKPLACE INFORMATION LABOUR

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The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments in Canada. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, $200 plus 7% GST ($214); other countries, U.S. $200. (Available by fax or by mail).

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; information on innovative workplace practices in Canada resulting from collective bargaining; a quarterly calendar of major collective agreement expiries and reopeners; and, a chronological perspective on work stoppages in Canada. It also features articles or case studies on pertinent industrial relations matters. Annual subscription: Canada, $125 plus 7% GST ($133.75); other countries, U.S. $125.

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages in Canada. In addition, a listing of formal and up-to-date reports of major settlements is provided and copies are available by calling the Workplace Information Directorate at 1-800-567-6866 or (819) 997-3117. Annual subscription: Canada, $50 plus 7% GST ($53.50); other countries, U.S. $50.

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